November 2015

RTD

SERVING NORTH CENTRAL NEW MEXICO

Long Range Strategic Plan

Submitted to: **North Central Regional Transit District (NCRTD)**

Submitted by:

FELSBURG HOLT & ULLEVIG

In Association with:

The Mercer Group, Inc.
Consultants To Management

REgeneration Strategies

Rosemary Romero Consulting

Acknowledgments

Thank you to Board members and Staff involved in developing this strategic plan.

Contributing NCRTD Board of Directors and Alternates

Councilor Chuck Ring	Town of Edgewood
Councilor D. Tim Salazar (Board Secretary/Treasurer)	City of Española
Councilor Pete Sheehey	Los Alamos County
Philo S. Shelton III	Los Alamos County
Lonnie Montoya	Nambé Pueblo
Christy Van Buren	Ohkay Owingeh Pueblo
Tim Vigil	Pojoaque Pueblo
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Tomás Campos	Rio Arriba County
Lillian Garcia	San Ildefonso Pueblo
Mary Lou Valerio	Santa Clara Pueblo
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Commissioner Miguel Chavez (Board Vice Chairman)	Santa Fe County
Commissioner Jim Fambro	Taos County
Mayor Daniel R. Barrone (Board Chairman)	Town of Taos
Former Governor Charles Dorame	Tesuque Pueblo

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Letter from the Chair and Executive Director

Dear Residents and Transit Riders:

In the 8 years since the NCRTD first began providing bus service, the agency has accomplished much to be proud of, including increasing our fixed-route transit service and funding for transit throughout our four-county service area; maintaining a fare-free bus service; operating dial-a-ride service; taking over the Taos Express and the Chile Line; experiencing an all-time high in ridership; and providing improved access to work and educational opportunities.

After accomplishing many of its goals during its initial years, NCRTD's leadership expressed a desire to create a strategic plan and vision that could guide and focus the Board's efforts for the next decade and beyond. This plan represents a collaborative effort that actively included NCRTD Board members, staff, several public input sessions, and other stakeholders, to create a long-term strategic vision for addressing future transportation needs in the region.

Throughout this process, stakeholders consistently spoke of the need to create a well-connected and accessible transit system; improve and expand services; increase workforce and resident access to education and higher-paying jobs; diversify funding sources; become a regional partner to positively influence land use practices; increase NCRTD's impact on economic development in the region; continue to collaborate with other transit providers in the region; provide first-rate customer service; protect the environment; and ensure momentum and accountability for implementation of the Strategic Plan.

As we move forward, we will need broad-based public support for this plan to be successful. On behalf of the NCRTD Board, Staff and many stakeholders, we respectfully request your continued involvement, support, and use of our transit services during the implementation of this important Strategic Plan. Together, we can make a difference, making sure our regional transit services will continue to effectively meet the growing transportation needs in Northern New Mexico.

Sincerely,
North Central Regional Transit District

Daniel R. Barrone
Chairman

Anthony Mortillaro
Executive Director

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Why a Strategic Plan

The North Central Regional Transit District (NCRTD) initiated this long-range strategic plan to identify the long-term direction of the organization.

The plan is intended to develop a vision and clear path to the future for transit service in NCRTD's four-county service area for the next twenty years.

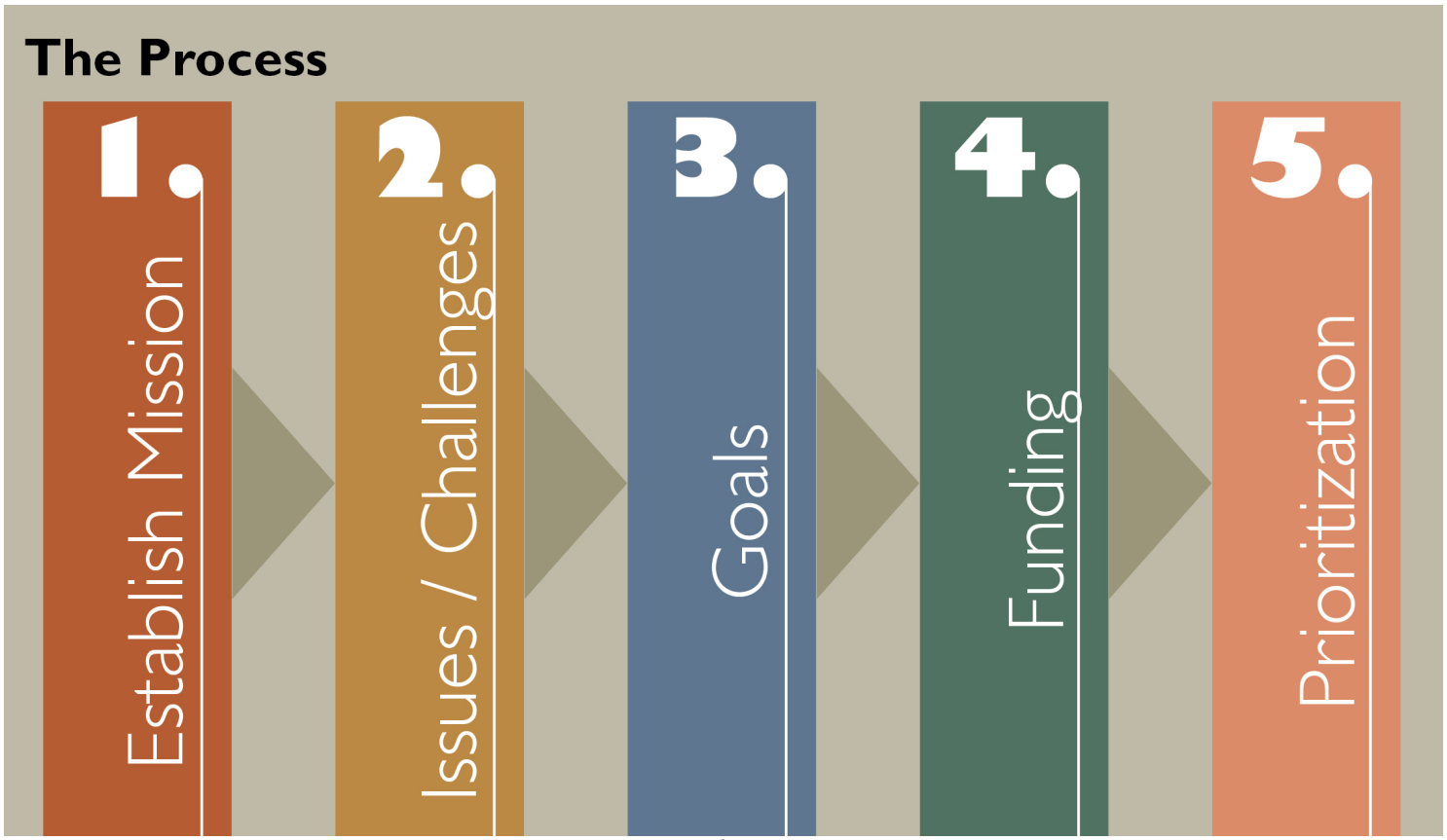
This plan will help NCRTD prioritize investments and allocate resources in a manner compatible with reaching the organization's goals.

The process of developing the NCRTD strategic plan was completed over approximately nine months and involved interactive work sessions with NCRTD Staff, Board of Directors, and the public.

Through this process, NCRTD Staff and the Board hope to:

- Adopt a forward-thinking vision statement for the agency
- Update the agency's mission and goals statements
- Identify NCRTD's role in the region's economic development
- Better understand the cost and benefits of transit
- Learn more about the land use transportation connection
- Better understand the Housing + Transportation Affordability Index
- Identify present and future transit funding opportunities

A strategic plan is used to prioritize investments to help an organization achieve its goals



Regional Context

In 2003 New Mexico enacted legislation that authorized the creation of regional transit districts and passed legislation in 2004 that enabled Regional Transit District (RTD) governments to request up to ½ of one percent in Gross Receipts Tax (GRT) from voters. The purpose of this legislation was to:

- Serve the public by providing for the creation of regional networks of safe and efficient public transit services;
- Allow multijurisdictional public transit systems to reduce the congestion of single-occupant motor vehicle traffic by providing transportation options for residents;
- Decrease automobile accidents by reducing traffic congestion on freeways and streets;
- Reduce noise and air pollution produced by motor vehicles;
- Prolong and extend the life of New Mexico's existing roadways by easing the traffic burden;
- Provide residents with a choice of transportation alternatives so that seniors, youth, low-income and mobility-impaired residents, and others unable to drive or afford motor vehicles continue to have full access to the goods, services, jobs, and activities of the community;
- Improve the New Mexico economy by increasing workforce and citizen access to education and higher paying jobs; and
- Prolong and extend petroleum resources.

Regional Context

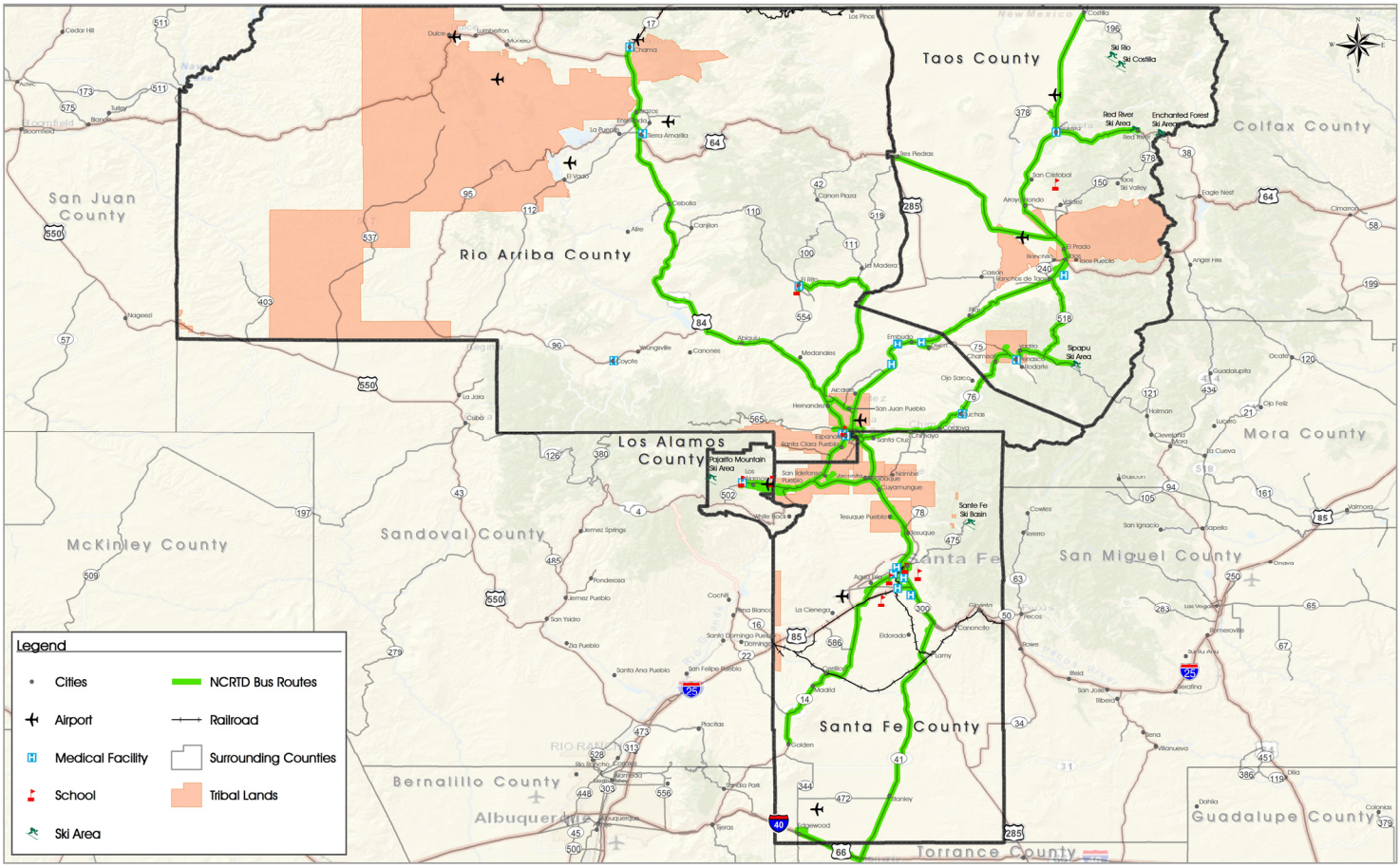
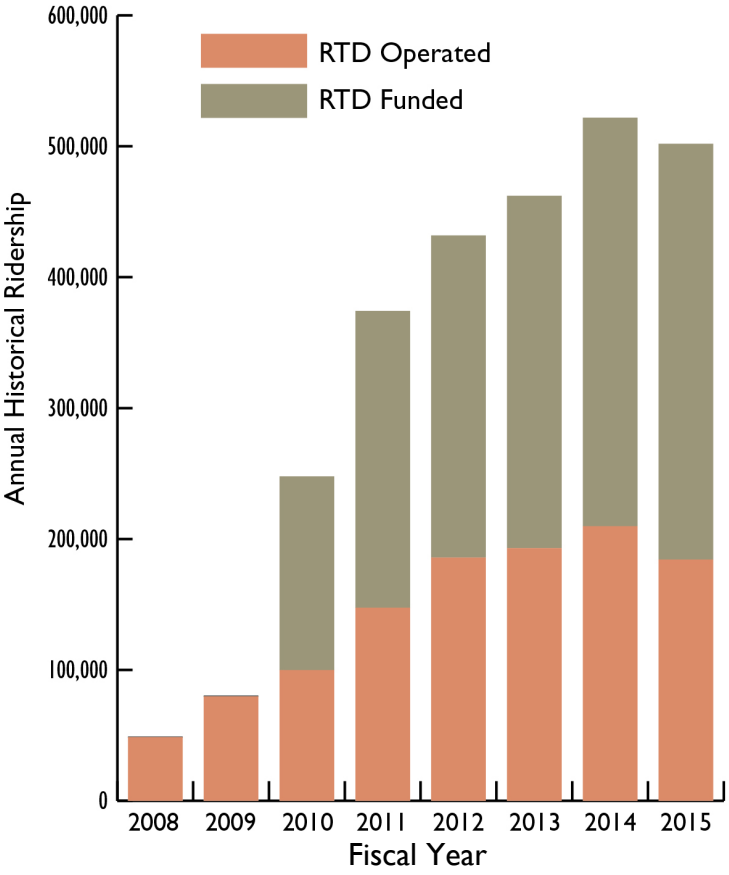


Figure 1. Current NCRTD Service Area

In February 2007, the NCRTD began operating its first bus service. Rio Arriba County and the City of Española transferred service, employees, and equipment to NCRTD. In 2008, voters passed a 1/8 of one percent GRT to fund NCRTD. NCRTD's GRT is set to sunset in 2023.

NCRTD was the first certified RTD in New Mexico in 2004. As such, it became a separate and an independent political entity overseen by a Board of Directors made up of representatives from member governments.

Today the organization is made up of four counties, four cities, and six tribal entities. The Board is composed of one elected official appointed by each member of the district. Voting strength is assigned to each member based on their representative population. There are 14 board members. **Figure 1** illustrates the current NCRTD service area.



Existing Transit Services

Figure 2 illustrates the existing 19 (does not include the recently acquired Chile Line) fixed-route services currently operated and funded by NCRTD. Most services operate Monday through Friday. NCRTD also operates a dial-a-ride service; the Route 210 serves the Pojoaque and Nambé Pueblos. This is a reservation based system. In addition, NCRTD funds regional services operated by Los Alamos County, the City of Santa Fe, and Rail Runner. Table 1 provides ridership and service information on each route.

NCRTD experienced an all-time high in ridership in FY2014 with 209,750 riders. This is an 8.7 percent increase (eight times the 2013 national average for increased trips on public transportation) over the previous year. Since 2008, NCRTD has served nearly 3 million riders.

In 2015, NCRTD assumed operation of Taos Express and subsequently operation of the entire Chile Line formerly operated by the Town of Taos.

The Taos Express operates on Saturdays and Sundays only and provides connections to Española, Rail Runner Express, Santa Fe Trails bus system, and Taos. The fare for this service is $5.00 each way between Taos and Santa Fe. Service to and from Taos and Española, and between Santa Fe and Española, is $2.00 each way.

NCRTD does an excellent job coordinating with transit systems in the four-county region. Coordination includes route planning and funding to ensure a high level of regional mobility.

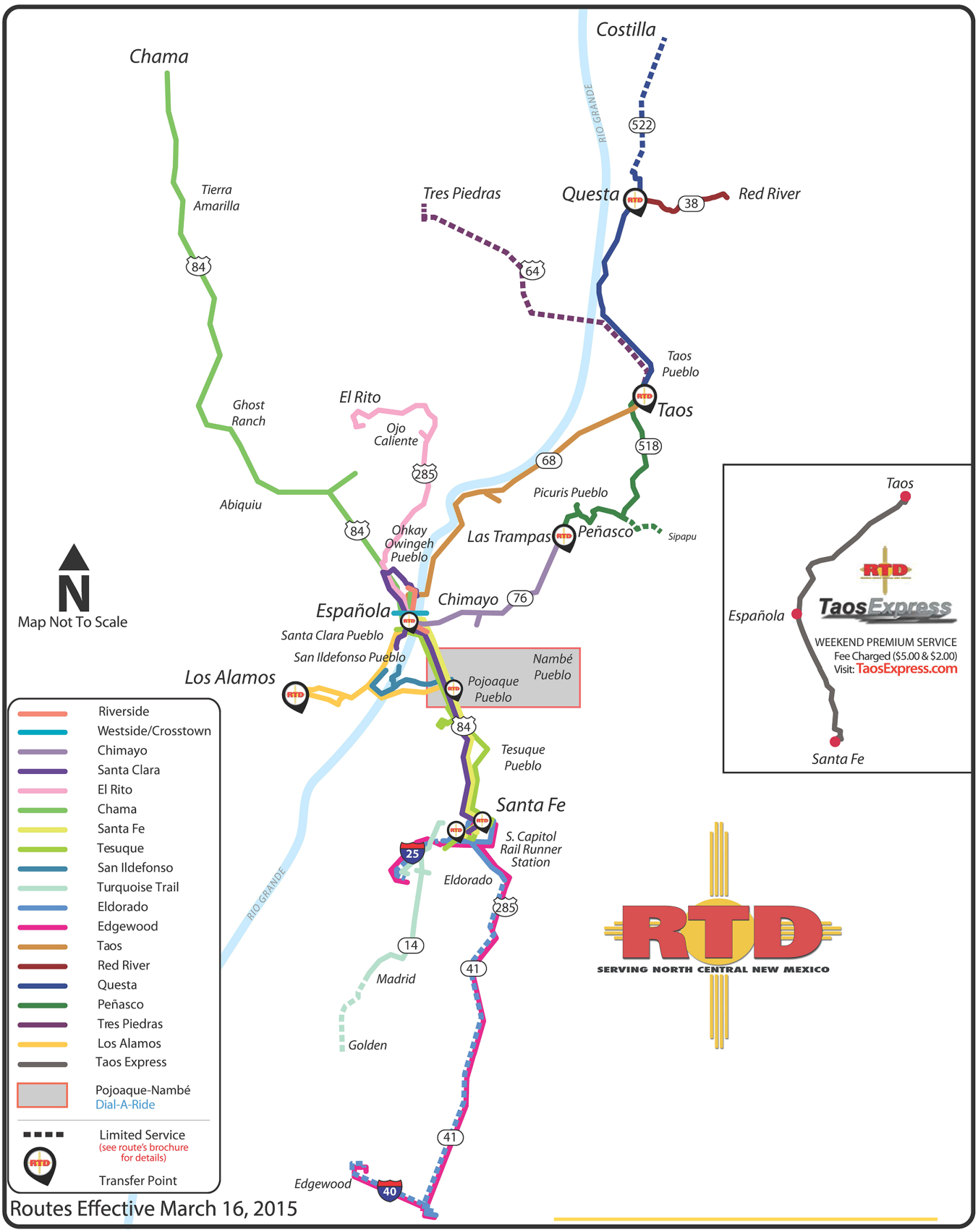


Figure 2. Current NCRTD Routes

Table 1. 2015 Route Summary

Route Name	Description	Weekday One-Way Trips	Daily Unlinked Passenger Trips (Rides)*
100 RIVERSIDE	Ohkay Owingeh Pueblo and Española	66	181
110 WESTSIDE/ 120 CROSSTOWN	Fairview to the Westside and to Española Valley High School.	26	52
150 CHIMAYO	Las Trampas, Truchas, Cordova, Chimayo, La Puebla, Santa Cruz, and Española	20	42
160 SANTA CLARA	Santa Clara Pueblo, Chamita, Ohkay Owingeh Pueblo, Española Transit Center, Cities of Gold Park & Ride, and Santa Fe	8	23
180 EL RITO	Española to El Rito through Ojo Caliente	6	13
190 CHAMA	Chama, Tierra Amarilla, Canjilon, Ghost Ranch, Abiquiu, and Española Transit Center	8	12
200 SANTA FE	Santa Fe, Tesuque, Pojoaque, and Española Transit Center	8	96
220 TESUQUE	Santa Fe, Tesuque, Pojoaque, and Española Transit Center	10	37
230 SAN ILDEFONSO	San Ildefonso, El Rancho, Jaconita, and Pojoaque	7	8
270 TURQUOISE TRAIL	Santa Fe, Turquoise Trail, Los Cerrillos, Madrid, and Golden	13	37
280 ELDORADO	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood	14	21
290 EDGEWOOD	Santa Fe, Eldorado, Galisteo, Stanley, Moriarty, and Edgewood	4	35
300 TAOS	Taos, Pilar, Dixon, Velarde, Alcalde, and Española Transit Center	8	40
305 TAOS EXPRESS	Weekends only	4	15
310 RED RIVER	Questa and Red River	16	14
320 QUESTA	Costilla, Cerro, Questa and Taos	10	39
330 PEÑASCO	Taos, Las Trampas, Chamisal, Picuris Pueblo, Peñasco, and, seasonally, Sipapu Ski Resort	8	26
340 CHILE RED LINE**	Taos, Taos Pueblo	32	281
360 TRES PIEDRAS	Tres Piedras to El Prado and Taos	2 Wednesdays Only	15
400 LOS ALAMOS	Los Alamos, Pojoaque, Santa Clara Pueblo, San Ildefonso, and Española Transit Center	2	7

Source: NCRTD FY2015 Ridership Summary

*Annual route ridership and number of service days used to calculate daily unlinked passenger trips

**Includes ridership for seasonal routes serving UNM—Klauer and Taos Ski Valley

Land Use Trends

Conversations with local planning and economic development professionals in the region suggested that most long-term growth occurring in the region is expected to be from in-migration of aging baby boomers/retirees, coupled with some natural growth in the existing population. However, under current conditions, out-migration of young persons is expected to continue and very little in-migration of young persons/families is anticipated.

Future land use expansion will also be limited due to limited population growth and the fact that some jurisdictions are land-locked. Other than the City of Santa Fe's continued annexation of land formerly in Santa Fe County, few new major land use expansions are projected to occur in the near-term. Most growth will be accommodated as infill development within existing jurisdictional boundaries.

The NCRTD service region population is not expected to grow significantly in the near term. Long-term growth projections are moderate, with total population growth from 2010 through 2035 projected to increase by 13 percent.

The entirety of the population growth is projected to occur in Santa Fe County (18 percent) and Taos County (13 percent), while population decline is projected to occur in Los Alamos County and Rio Arriba County.

In absolute terms, the number of persons expected to be added to the NCRTD service region from 2015 through 2035 is 31,766. Current service area population is estimated at 248,606.

	2015	2035
Los Alamos	18,058	17,603
Rio Arriba	40,780	40,509
Santa Fe	154,756	182,410
Taos	35,012	39,850
Total	**248,606**	**280,372**

Source: New Mexico County Population Projections, July 2010 to July 2040 Geospatial and Population States Group. University of New Mexico.

Regional Context

Photo features Atomic City Transit Bus, Los Alamos County.

The NCRTD service area has a variety of development types across the region, resulting in an extremely varied land use pattern. While there is no dominant development type, land uses of the region generally fall into the following six categories:

1. "Main St." downtowns (primarily commercial uses with very little residential)
2. Older residential neighborhoods (primarily smaller homes that are downtown adjacent)
3. Suburban / exurban (including strip commercial on major arterials and adjacent low-density residential)
4. Villages (typically compact village centers surrounded by large lot residential)
5. Pueblos (including primary activity nodes with commercial, community, and civic uses surrounded by residential of various lot sizes; often landlocked by adjacent federal and/or local government lands)
6. Rural large-lot residential (usually with active agricultural or ranching uses, but some custom/vacation homes)

NCRTD's service region has a low average population density of 23.8 persons per square mile compared to the national average of approximately 85 people per square mile.

Major trip generators (including large employers, healthcare facilities, schools, civic buildings, shopping centers, and tourist destinations) are primarily located in areas of higher population density in and around the cities of Santa Fe, Española, Los Alamos, and Taos.

Trip generators can also be found in other parts of the region, including within the Pueblos, along Highway 84 in Rio Arriba County, and along Highway 68 between Taos and Española.

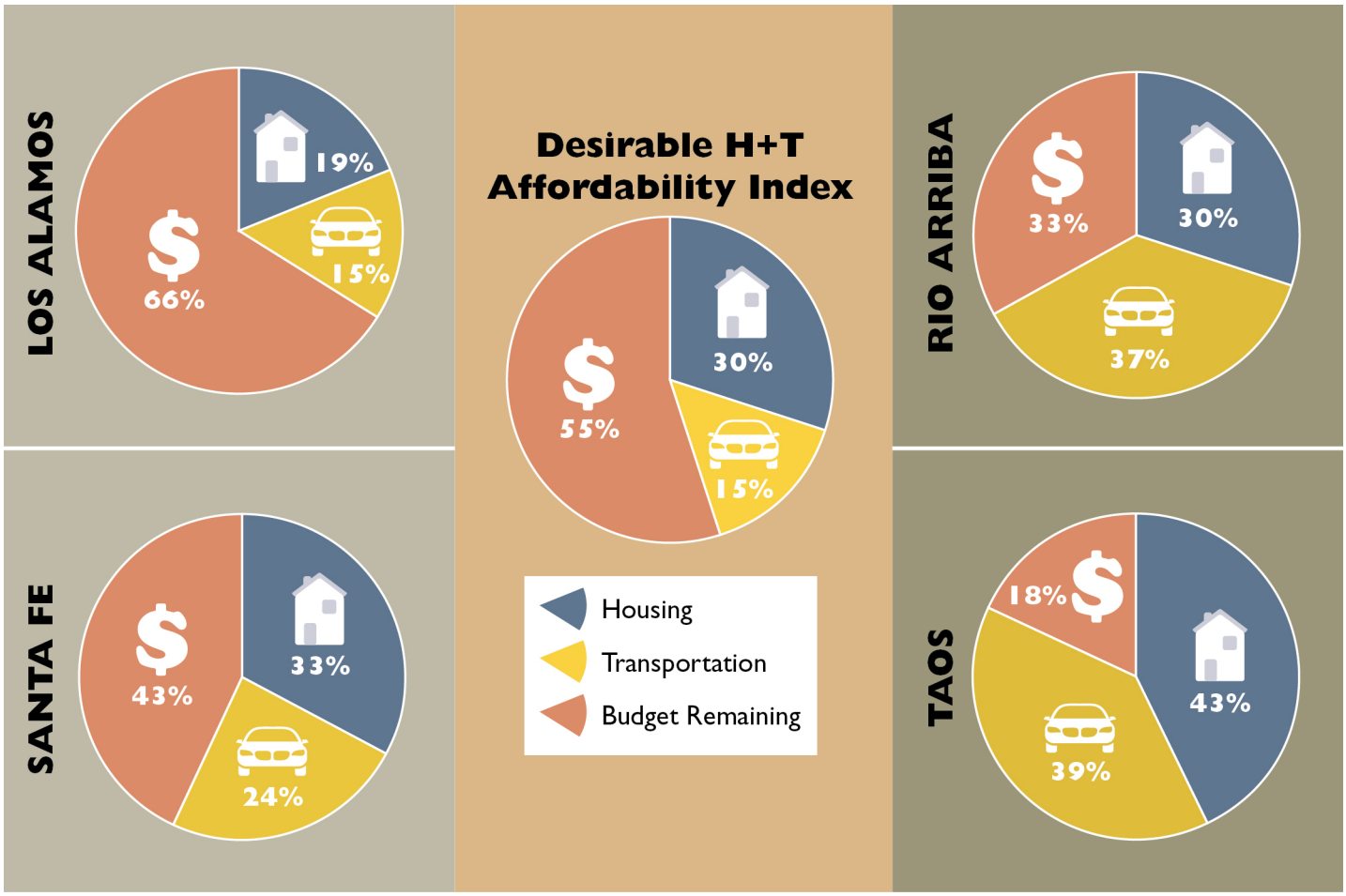


Figure 3. Housing Affordability Index by County

Source: http://htaindex.cnt.org/map/2015

Housing Transportation Affordability Index

The conventional measure of housing affordability is when a household spends 30 percent or less of area median income (AMI) on housing costs. A more modern approach to affordability considers the household cost of both housing and transportation (H+T).

The H+T affordability index defines affordability as when a household spends 45 percent or less of AMI on both H+T combined.

A preliminary H+T affordability analysis of the NCRTD service area found that the region is generally considered affordable when only housing costs are considered.

However, once transportation costs are accounted for, along with housing costs, many fewer areas are defined as being H+T affordable.

Figure 3 compares the H+T affordability index for NCRTD's four-county region.

- Only Los Alamos County has an H+T index below the defined affordability index.
- Taos County has the highest H+T index in the NCRTD region with transportation costs nearly 40 percent of resident's median income.

Future Development Projects

An inventory of all the major development projects in the regional "pipeline" was compiled to understand how NCRTD transit can:

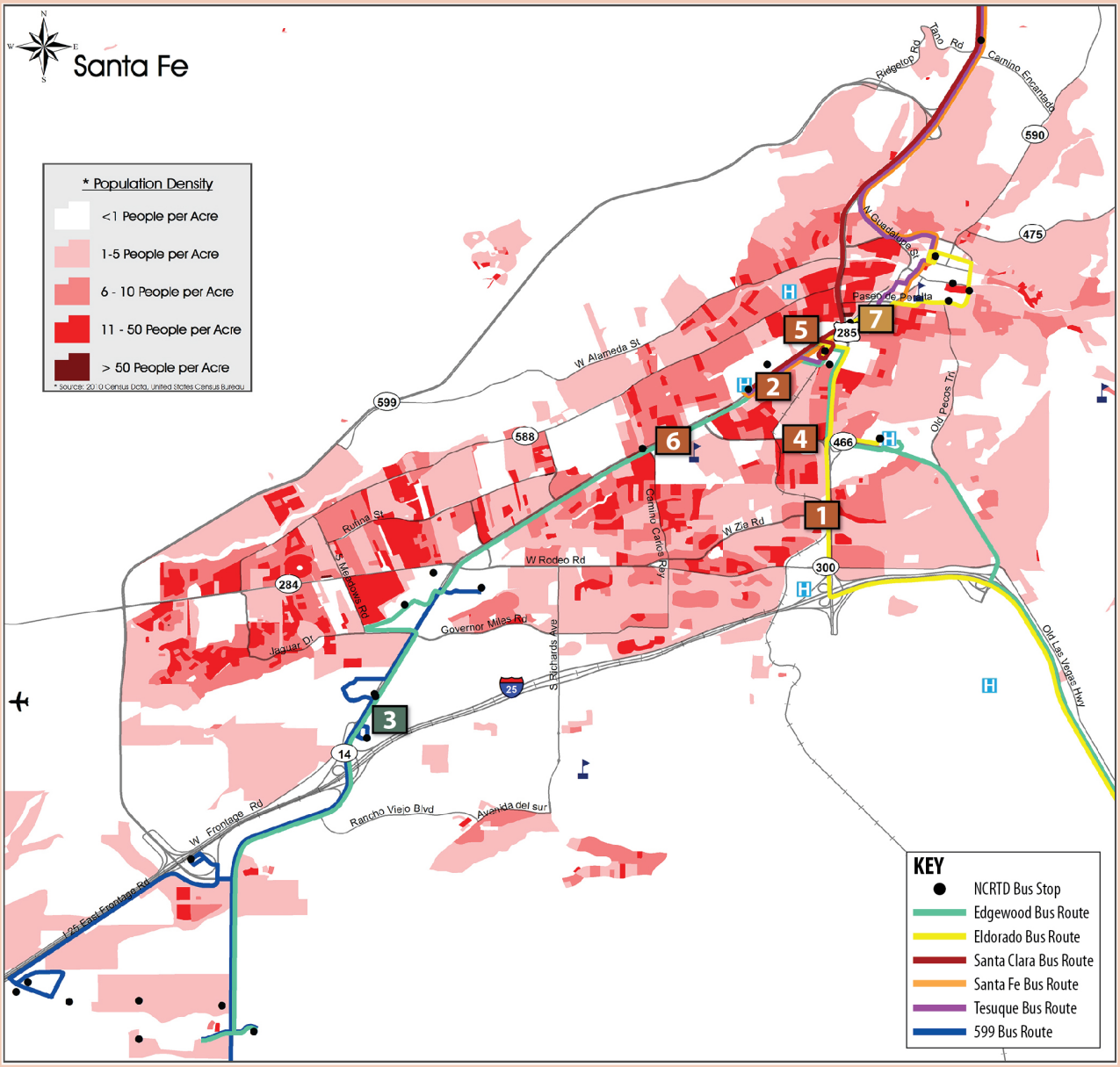
a) better serve and add value to development projects already in the regional pipeline and

b) help catalyze and focus *new* development in areas that are already well-served by transit.

Figure 4 summarizes the major development projects in the regional pipeline. Note that this pipeline project inventory list is intended to be illustrative, not comprehensive. It should not be viewed as an "official" representation of the status/viability of any development project.

The source of information about pipeline projects was several interviews with local planners and developers. "Pipeline" development projects were defined as follows:

- *Proposed:* Projects that have been proposed informally or formally, but have not begun entitlement phase. Timing to turnkey operations is longer term (typically 3 to 5+ years in this market).
- *Planned:* Projects that are currently in the entitlement phase. Timing for turnkey operations is mid term (typically 1 to 3 years in this market).
- *Pending:* Projects that are currently under construction. Timing for turnkey is near term (typically 1 year or less in this market).



1 Zia Station
Mixed-use, assuming urban residential with some neighborhood retail.

2 Indian School Redevelopment
No details available at this time.

3 Las Soleras
2007-2008 Las Soleras Master Plan (approved in 2011) includes commercial and residential development on several hundred acres. This area was recently annexed into the City of Santa Fe. Construction on the non Transit Oriented Development phases started in earnest during the last three years.

4 St. Michaels Drive Corridor Redevelopment
The City of Santa Fe has been working on the St. Michaels Drive corridor redevelopment study for the past several years and has created plans for TOD.

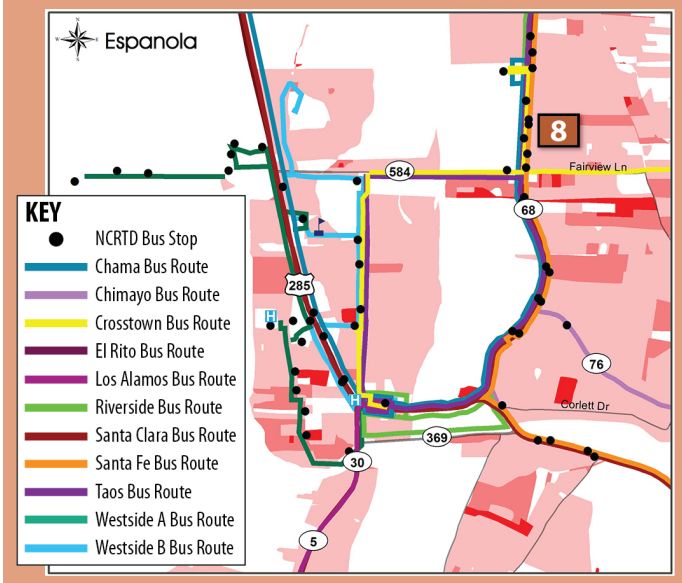
5 25 acre NMDOT Property
Multiple commercial uses and possibly some educational institutions.

6 New Mexico School for the Arts
New campus on approximately 11 acres currently owned by the state of New Mexico.

7 Santa Fe Rail Yard
The City owns the Santa Fe Rail Yard and over the past two decades has invested in infrastructure upgrades and facility renovations to be able to lease space to retail and cultural tenants. This project is largely built out and the residential included in the master plan is under discussion.

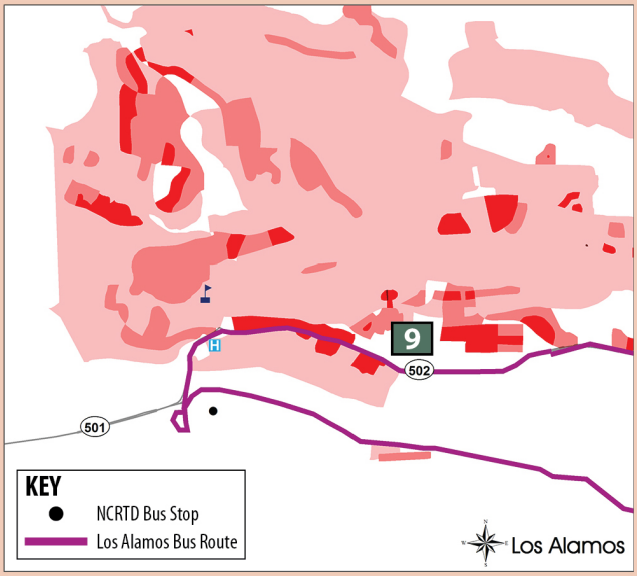
KEY
X Conceptual / Pre-entitlement
X In Entitlement Process / Entitled but Not Built
X Under Construction

Figure 4. Major Development Projects in the Pipeline



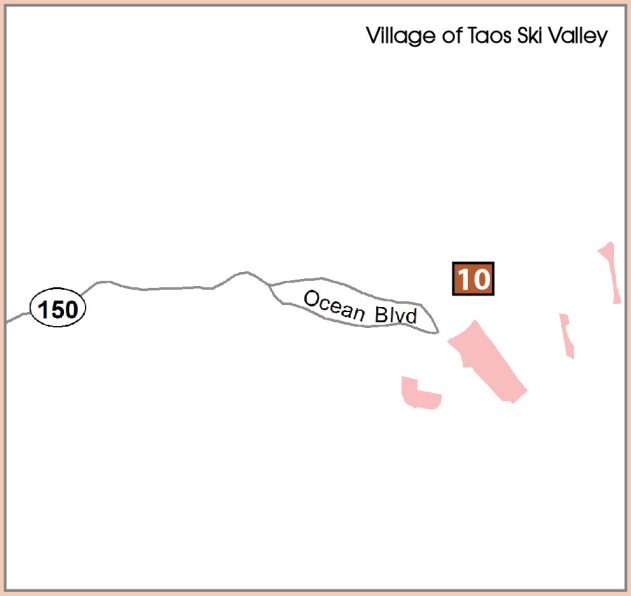
8 Joint Development at NCRTD Headquarters Site

Mixed-use transit-oriented development with affordable housing some live/work units. NCRTD offices and operations facilities would remain on the site.



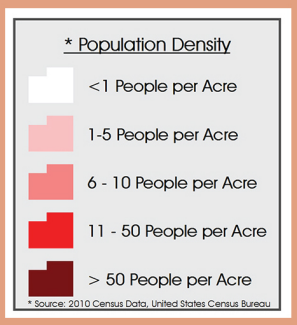
9 Downtown Los Alamos Redevelopment

Redevelopment of vacant or underutilized sites as moderate-density mixed-use development.



10 Taos Ski Valley Resort

Includes up to $351 million in investments in infrastructure, real estate development, and recreational facilities through 2024. Some of the proposed infrastructure/facilities would be funded via Tax Increment Finance with the creation of a special tax assessment district that has been approved locally.



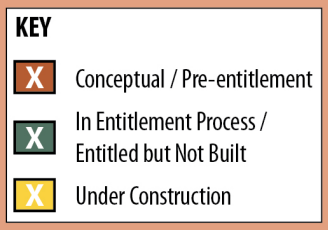


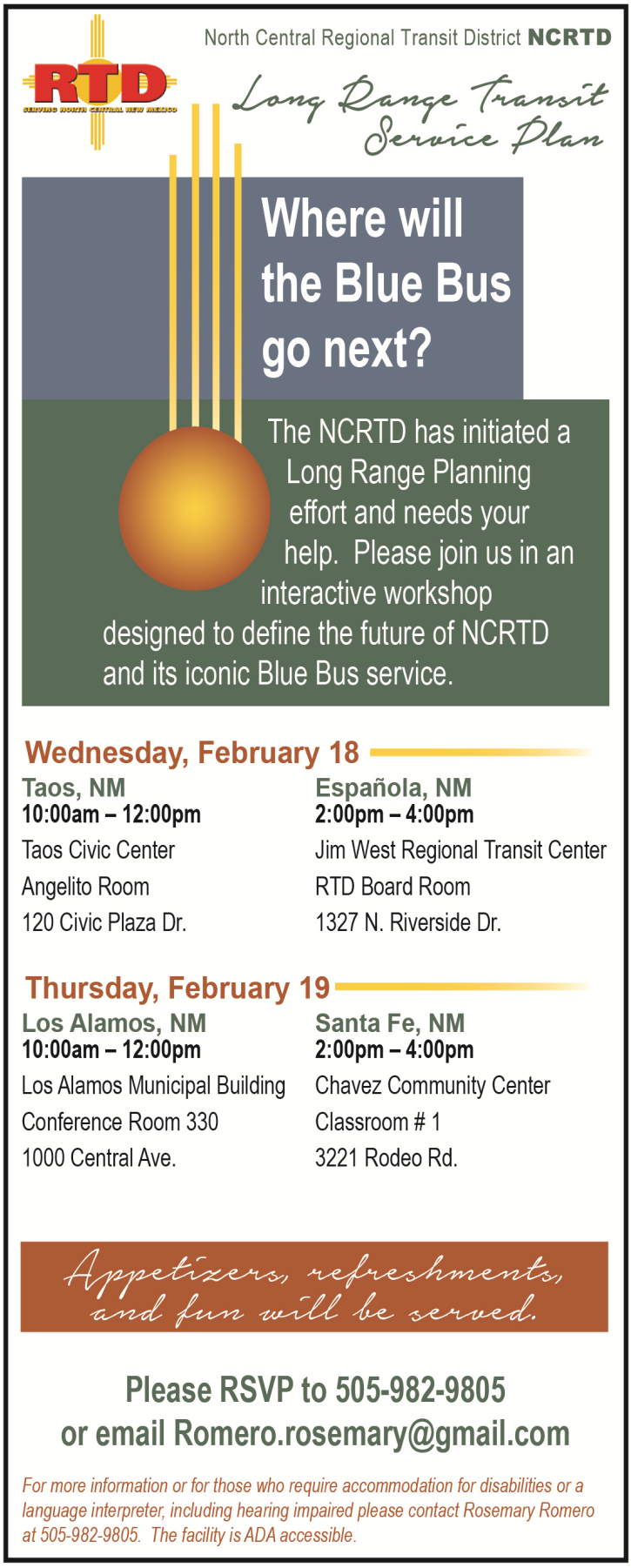
Figure 4. Major Development Projects in the Pipeline (Continued)

Land Use Findings

- The diversity of land use patterns across the region and generally low population density present challenges for NCRTD to provide good access to the transit system. There is a need to balance the often-competing goals of coverage versus frequency.
- Most development in the regional pipeline is located in Santa Fe. This development can be well served by bus transit, but coordination with Santa Fe Trails will be critical.
- As the primary regional transit provider, NCRTD can play a more influential role in this area in promoting transit-supportive development.
- Land use plans generally don't factor into existing or future transit.
- Major new developments are generally not channeled to locations where existing transit can cost-effectively serve them and/or required to fund new transit service.
- NCRTD does not have status as a "commenting agency" on proposed development plans in its service area.

Key opportunities for NCRTD to play a more influential role in development include:

- Helping build support for additional development at Rail Runner stations in the region, including the Zia Station in Santa Fe.
- Being involved in ongoing planning for the Village of Taos Ski Valley and ensuring that Tax Increment Finance (TIF) revenue is used to fund expanded transit service to support resort redevelopment and projected increase in visitation.
- More closely coordinating with Pueblos on their land use plans and redevelopment activities.
- Pursuing joint development on the NCRTD headquarters / transit center site in Española.



North Central Regional Transit District **NCRTD**

Long Range Transit Service Plan

Where will the Blue Bus go next?

The NCRTD has initiated a Long Range Planning effort and needs your help. Please join us in an interactive workshop designed to define the future of NCRTD and its iconic Blue Bus service.

Wednesday, February 18

Taos, NM
10:00am – 12:00pm
Taos Civic Center
Angelito Room
120 Civic Plaza Dr.

Española, NM
2:00pm – 4:00pm
Jim West Regional Transit Center
RTD Board Room
1327 N. Riverside Dr.

Thursday, February 19

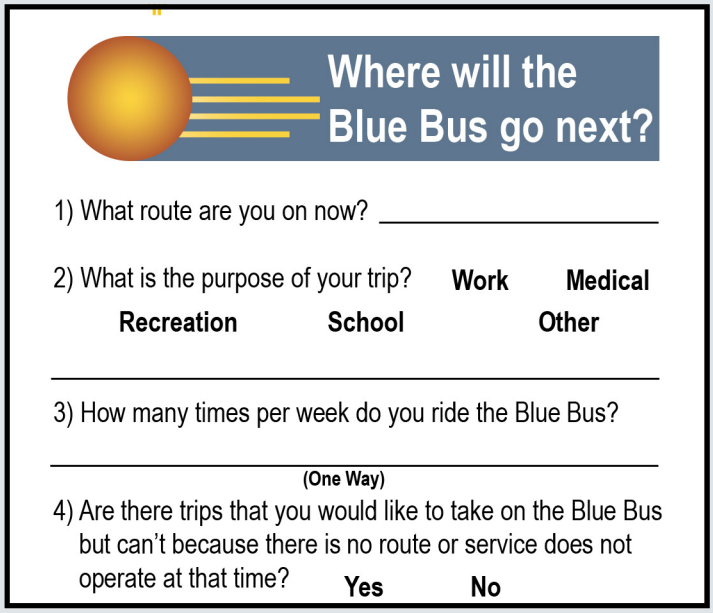
Los Alamos, NM
10:00am – 12:00pm
Los Alamos Municipal Building
Conference Room 330
1000 Central Ave.

Santa Fe, NM
2:00pm – 4:00pm
Chavez Community Center
Classroom # 1
3221 Rodeo Rd.

Appetizers, refreshments, and fun will be served.

Please RSVP to 505-982-9805 or email Romero.rosemary@gmail.com

For more information or for those who require accommodation for disabilities or a language interpreter, including hearing impaired please contact Rosemary Romero at 505-982-9805. The facility is ADA accessible.



Where will the Blue Bus go next?

1) What route are you on now? _____

2) What is the purpose of your trip? **Work** **Medical** **Recreation** **School** **Other**

_____

3) How many times per week do you ride the Blue Bus?

_____
(One Way)

4) Are there trips that you would like to take on the Blue Bus but can't because there is no route or service does not operate at that time? **Yes** **No**

Public Involvement

In addition to the research and analysis described previously, input from the public was used to inform this process.

Five public workshops were held in NCRTD's four-county service area. Each meeting was initiated with a welcome and an introduction to the project by NCRTD Staff and a brief presentation.

Participants then divided into small groups of four to six people and worked with the facilitator to develop objectives that they would like to see transit achieve in their community and to develop strategies to meet these objectives.

The workshop concluded with each small group presenting key findings and recommendations from their group. Table 2 lists each meeting held and the number of attendees.

Workshop Exercise
Divide into groups of 4 to 6 people
Table introductions
Review provided materials
Discuss and develop future transit objectives
Develop future strategies to meet objectives
Discuss and prioritize future transit service objectives
Identify costs and confirm prioritization
Report out

Location	Date	# of Attendees	Summary of Key Inputs
Taos Civic Center	Feb 18, 2015	13	• Provide service between Taos and The Enchanted Circle • Provide service for the elderly in the region • Improve tourist transit opportunities • Provide more park and ride opportunities
NCRTD District Offices	Feb 18, 2015	2	• Coordinate service with the Eight Northern Indian Pueblos Council • Develop services that can be used by the United States Forest Service staff
Los Alamos Municipal Building	Feb 19, 2015	12	• Improve service between Los Alamos and the region for students, interns, tourists, and commuters • Provide services that enhance economic vitality • Improve service to shops and restaurants • Provide visitor access to ski areas, Bandelier, aquatic center, and high altitude training
Chavez Community Center	Feb 19, 2015	17	• Provide access to healthcare • Provide service to higher education schools • Provide access to jobs throughout the region • Resolve funding issues of GRT, which is due to sunset in 2023 • Build on RTD success for other areas and promote statewide funding for transit • Increase service throughout the region • Improve integration with other transportation services
NCRTD District Offices	Apr 22, 2015	8	• Provide service to higher educational institutions • Evaluate the potential to connect high schools to higher education • Evaluate the potential to provide more commuter service to rural areas such as Canjilon, Cebolla, Truchas, and Ojo Sarco • Work with Rio Arriba to address transportation needs for low-income housing facilities in rural communities • Coordinate with the hospital to help clients reach medical care • Develop a marketing campaign with key partners

Table 2. Public Comment Summary

A non-statistical survey was conducted by placing questionnaires on each bus and a survey link on the NCRTD website.

The survey asked respondents about the purpose of their trips, how often they use NCRTD services, and which routes don't exist today that they would use if provided by NCRTD. There were 14 online and 110 paper questionnaires completed.

The results indicate that the most common trip purpose is work at 40 percent. Medical, recreational, school, and other trips were split evenly.

It is interesting to note that respondents had a number of trip purposes on most routes, but on the Edgewood route, all 16 respondents stated that they use the service for work.

The survey and public workshops also asked participants to identify where they would like to see new or enhanced service over what is provided today.

Additionally, during development of the short-range Transit Service Plan, NCRTD conducted several public outreach activities.

Input received included requests for new service to La Cienega/Las Golondrinas, Glorieta/Pecos, Tres Piedras, and tourism destinations; weekend service; more frequent service; increased marketing; and improved communication with riders and communities.

Table 3 summarizes input received through the survey, and **Figure 5** illustrates the routes and stop locations commonly identified by participants.

Route*	# of Responses	Highest Trip Purpose	Average One-way Trips Per Week
Demand Response	2	Work School	10
Santa Clara	4	Medical Recreational	6.5
Eldorado	25	Work School	5
Taos	16	Other	4
599	1	Work	2
Questa/Red River	3	Work	3
Tesuque	6	School	3
Westside	10	Medical	5
Edgewood	16	Work	6
Nambé/Pojoaque	6	Other	3
Turquoise Trail	1	Medical School	No answer
South Capital Station	1	Work	2.5
Santa Fe	1	Work	5
Los Alamos	2	Work Medical	4
Riverside	11	Other	7
Española	1	Medical	1
No Route Name Provided	4	Other	4
Total	110	Work	5

*Route name as recorded by survey respondent

Table 3. Survey Summary

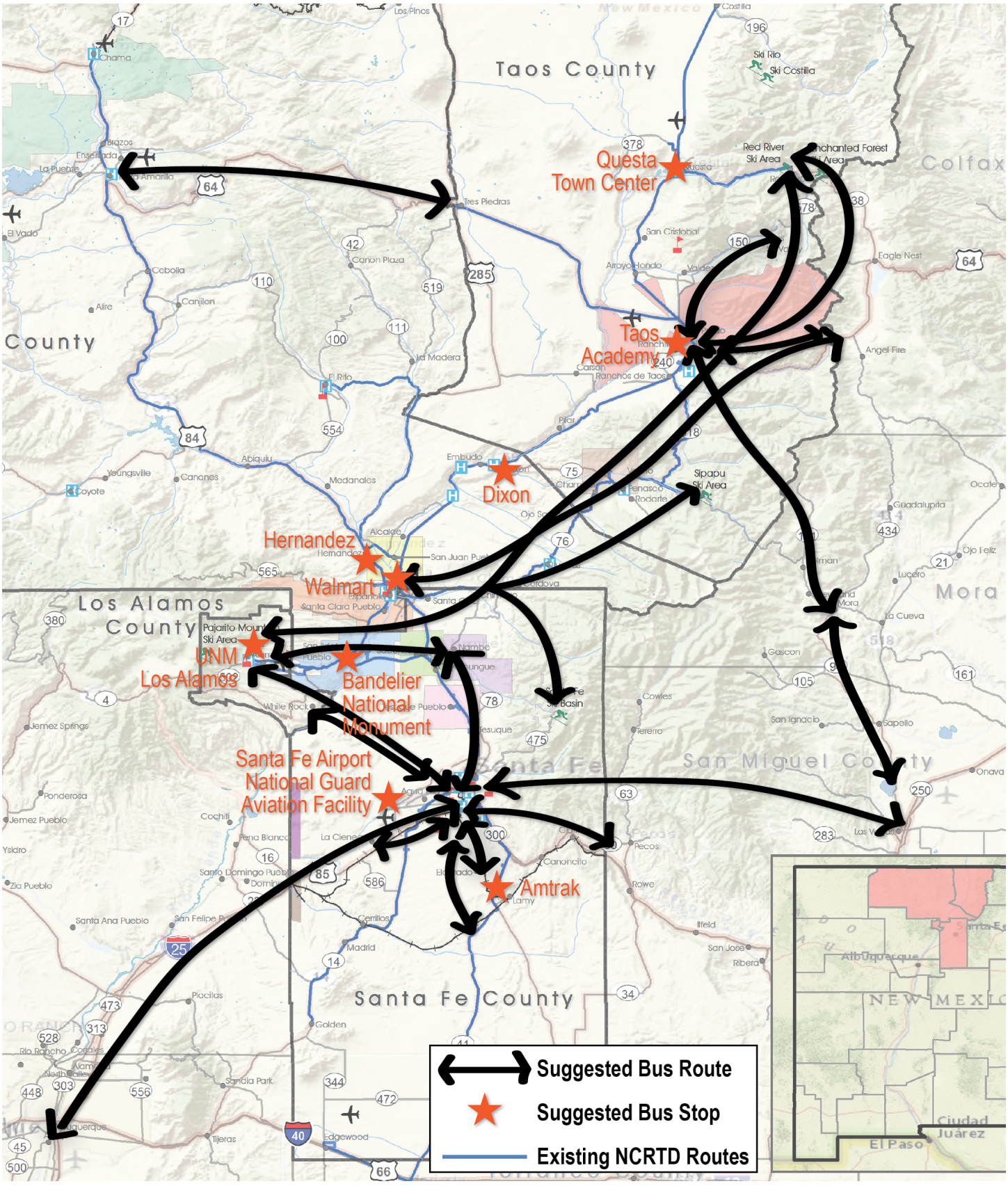


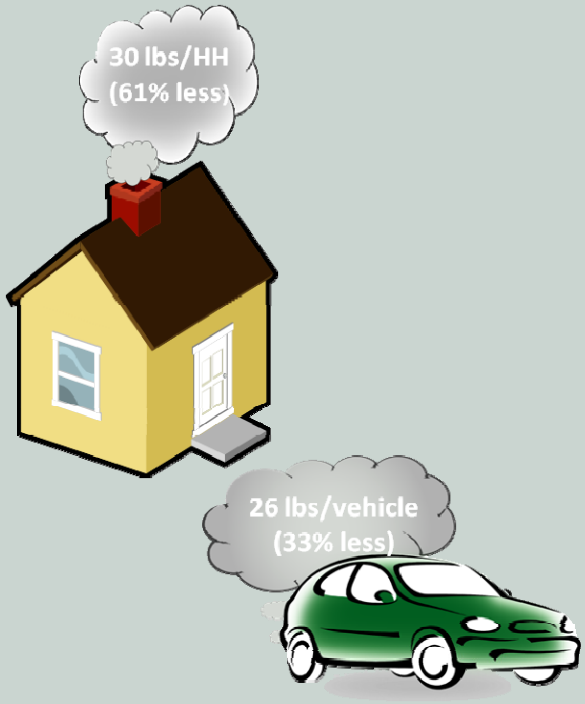
Figure 5. Suggested New Services and Stops

Non-mobility Benefits of Transit

In addition to the mobility benefits that transit service offers by connecting people to jobs, educational opportunities, healthcare, recreation, and shopping, there are many non-mobility benefits that communities are exploring in more detail.

This section describes the non-mobility benefits that can and are being captured by NCRTD services. Specific strategies that NCRTD is undertaking to capture these benefits are included in the Performance-based Planning section of this document.

Non-mobility Benefits of Transit



Transit Community

Reduced Pollution

This includes direct pollution from vehicle tailpipe emissions (NO_x, SO_x, particulate matter, etc.) and indirect pollution such as impacts to water quality when stormwater runoff is contaminated with vehicle pollutants that accumulate on roads (for example, motor oil, transmission fluid, brake pad dust, etc.).

Vehicle travel accounts for 17 percent of New Mexico's Greenhouse Gas (GHG) emissions (CO_2, etc.), which is the third highest single source of statewide GHG emissions after electricity consumption (40 percent) and the fossil fuel industry (23 percent). And while the 17 percent of GHG emissions from transportation is lower than the 26 percent national average, this is largely due to New Mexico's relatively small population: "On a per capita basis, New Mexicans actually consume more gasoline and diesel fuel, and produce more transportation-related GHG emissions, than the average American." NCRTD's services reduce vehicle miles traveled (VMT) and thereby reduce its transportation-related GHG emissions.

Improved Public Health

Public health benefits of public transit include improved access to healthy foods and health care services and reduced incidence of chronic diseases associated with sedentary lifestyles such as obesity, diabetes, etc. (studies have shown that the calories burned during a 3-mile commute by biking and by transit are about the same).

The NCRTD service region, like many other parts of the nation, is facing a public health crisis in the form of high rates of obesity, diabetes, and heart disease. NCRTD's transit services play a role in improving public health and reducing health care expenditures.

Improved Community Cohesion

Community cohesion (sometimes called "social capital") refers to how tight-knit a community is, often measured by how well people know and care about their neighbors.

Community cohesion creates a form of neighborhood resiliency that can help a region reduce the impacts of ongoing social problems, such as crime and addiction, and help a region recover more quickly after crisis events, such as recession or natural disasters.

Some studies suggest that community cohesion is on the decline and that promoting land use patterns that allow more transit, walking, and bicycling can improve community cohesion. The location and design of NCRTD bus stops can promote social interactions and reduce criminal activity.

Non-mobility Benefits of Transit

Reduced Energy Use

Regions that have good transit service often see reduced energy usage (normalized on per capita or some other basis) through reduced fuel consumption for transportation.

For example, a study of office buildings in California–a state with stringent green building codes–found that the commute to and from the average office building used 57 percent more energy than the energy required for actually operating the building (for example, lighting, heating, cooling, etc.).

Providing transit reduces energy used to commute, and this reduction in energy consumption for transportation accrues directly to individual commuters and their households, translating into increased disposable income that can contribute to regional economic growth through expenditures of local goods and services (another non-mobility benefit).

More Cost-effective Economic Development

Investments in public transit can leverage economic development initiatives and help make those initiatives more cost effective.

For example, transit can provide improved regional access for workers (especially those with limited transportation options), which, in turn, helps more people take advantage of education and job training opportunities, and to find and keep a job.

Access to transit is also a benefit that improves employee recruitment/retention and workforce productivity both for individual firms and the region as a whole, as studies have shown that transit access results in lower rates of tardiness, absenteeism, and turnover.

Increased Household Disposable Income

Public transit can help reduce household spending on transportation, thereby freeing up disposable income to spend on other goods and services.

Because owning and operating a car has a substantial cost, households that can reduce their reliance on automobiles can achieve substantial savings.

While this benefit helps all households, it is of particular importance to lower-income households that spend a higher percentage of their incomes on transportation.

More Efficient Land Use Patterns

Investment in public transit can help shape more efficient land use patterns by supporting more compact development in areas that can be well served by transit.

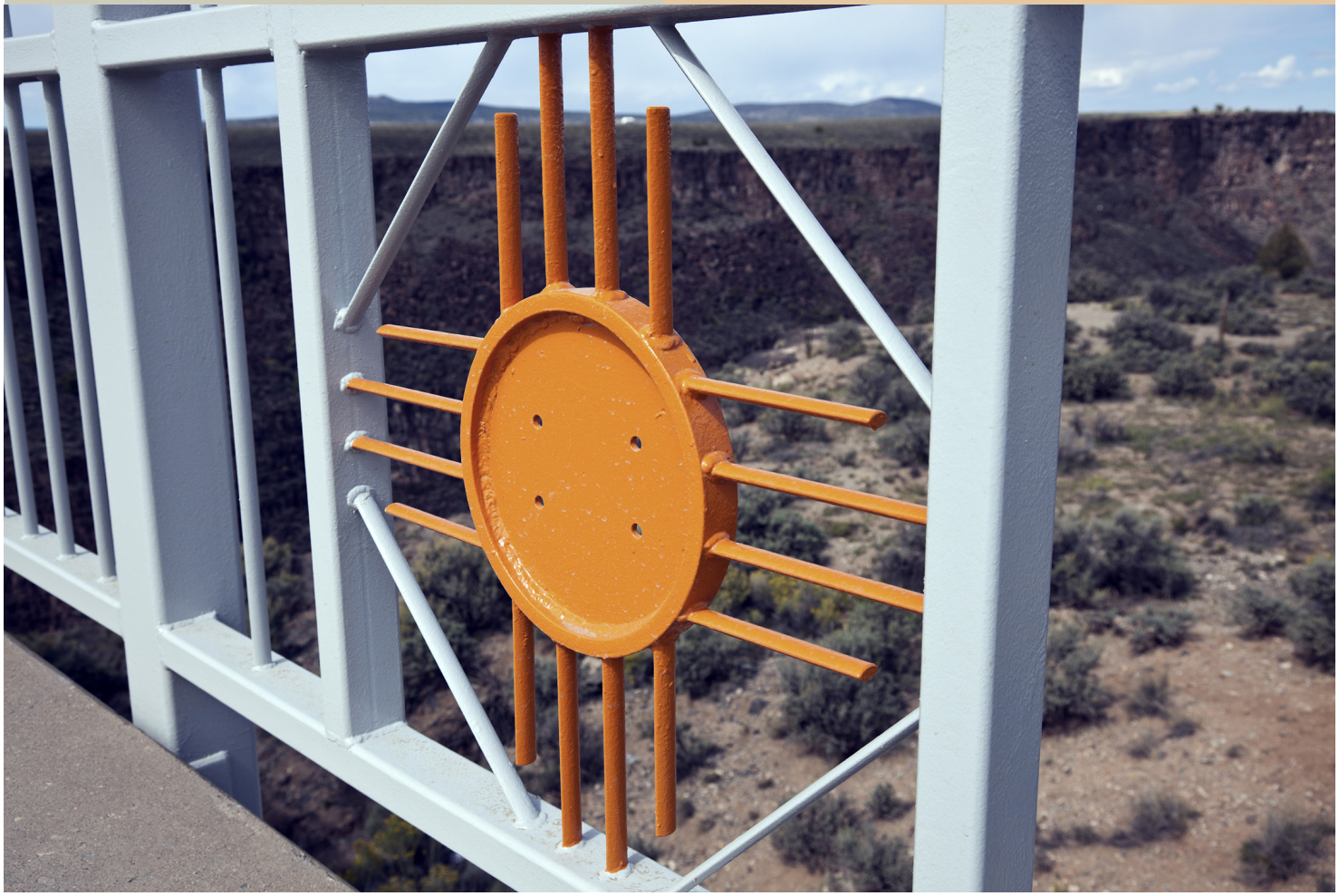
In addition, investment in public transit can help focus real estate development along corridors with good service because the transit service itself creates added value that incentivizes redevelopment to occur.

To the extent that NCRTD transit service can support more compact development patterns in the region, it will also help reduce development pressures on rural and natural lands that have high agricultural, habitat, and/or scenic value. Preserving these kinds of lands has been identified as a critical strategy of the region's economic development efforts.

Mission and Vision

Since its initiation, NCRTD has been guided by New Mexico's enabling RTD legislation, its mission statement, and several short-range plans developed for the region.

Using these as a guide, the Board and working group updated the mission statement, as well as developed a vision statement and six goals. Collectively, these will be used to strategically guide investments in transit.



Mission and Vision

Updated NCRTD Mission: To provide safe, secure and effective public transportation within North Central New Mexico in order to enhance the quality of life of our citizens by providing mobility options and economic opportunities throughout the region.

NCRTD's current mission statement accomplishes this well:

> *The mission of the North Central Regional Transit District is to provide safe, secure and effective public transportation within North Central New Mexico in order to enhance the quality of life of our citizens by providing mobility options and spur economic development throughout the region.*

Breaking it down:

> **What** we do: *"provide safe, secure and effective public transportation" (core purpose)*
> **Where** we do it*: "North Central New Mexico" (the markets served)*
> **How** we do it: *"by providing mobility options" (includes all modes – allows flexibility)*
> **Why** we do it: *"in order to enhance the quality of life... and spur economic development throughout the region" (creates a sense of intended direction)*
> And to **Whom**: *"our citizens" (our customers)*

A review of the existing mission statement with the NCRTD Board and NCRTD staff revealed that a need for modifications to continue to guide NCRTD in the future. The only modification changed the phrase "spur economic development" to "economic opportunities." This better reflects NCRTD's desire to connect residents to jobs and schools in addition to promoting development and redevelopment throughout the region.

A mission statement sets the goals, purpose, and work of an organization.

Mission and Vision

NCRTD Vision Statement

To be the leading rural public transportation organization connecting communities and enhancing cultural, environmental, social, and economic opportunities for the betterment of our region.

A vision statement is oriented toward the future and describes the organization's aspirations

A vision statement should be inspirational and written to withstand the test of time. NCRTD does not currently have an adopted vision statement.

Using aspirations identified through the process, NCRTD Staff reviewed four potential vision statements and narrowed the four down to two. These two vision statements were presented to the NCRTD Board at the May 2015 board meeting. The Board used these two statements as a starting point.

The following aspirations were identified during plan development and used to develop the vision statement:

- The most efficient provider of transportation services
- Culturally relevant
- Sustainable
- A steward of resources and the environment
- Convenient and user-friendly
- Socially equitable and inclusive
- Ever-growing in ridership
- Supporting the tourist economy
- Neighborly
- Dependable and reliable
- Reassuring
- Intelligent and technologically current
- Building communities
- Well-connected to other systems
- Safe
- Fiscally sound and responsible
- Transparent
- A good investment

Performance-based Planning

Performance-based planning is a quantitative and strategic approach to transportation planning that analyzes data to determine how effectively transportation investments are working toward achieving the identified transportation goals.

Moving Ahead for Progress in the 21st Century Act (MAP-21) is the current federal transportation funding and policy bill. It emphasizes performance-based planning, establishes performance measures and targets, and identifies seven national goals that state Regional Planning Organizations (RPOs) and Metropolitan Planning Organizations (MPOs) are to work toward.

Agencies seeking federal funds will demonstrate their progress toward achieving local goals and the national goals included in MAP-21. The section that follows includes goals, objectives, and strategies under six general categories.

Agencies seeking federal funds must demonstrate their progress toward achieving national goals included in MAP-21

Category	General classification under which goals, objectives and strategies fit
Goal	Desired result an organization envisions, plans, and commits to achieve
Objective	Statement about what is to be accomplished; used to set performance targets
Performance Measure	Metric to measure progress toward meeting an objective; requires identification of the baseline and target for success
Strategy	Specific action to be taken to meet identified objectives

Category: System Preservation and Safety
Goal 1: A well-maintained, safe, and reliable transit system

Objective 1.1:

Maintain existing services and diversify funding sources to adequately meet the future needs of NCRTD.

Measuring Success:	Trending
Identify new state, federal, and private funding sources, hold district-wide election to remove sunset or renew GRT	
Work with NMTA to obtain legislation for state transit funds	

Strategies	2015-2035 Cost*	Priority
1.1.A Work to remove 2023 sunset of NCRTD GRT funds.	$0.03M	High
1.1.B Pursue an increase in NCRTD GRT funding.	$0.03M	Medium
1.1.C Continue advocating for a state transit fund for capital and operations.	NA	High
1.1.D Research and identify new public and private funding sources.	NA	High

*In 2015 dollars
NA = Included in existing resources

Category: System Preservation and Safety
Goal 1: A well-maintained, safe, and reliable transit system

Objective 1.2:

Improve organizational performance and efficiency, including maximizing service life of fleet and facilities.

Measuring Success:	Trending
Annual operating cost per boarding	
Annual cost per mile	
Annual cost per vehicle	
Ability to garner resources to implement capital replacement plan	
Annual updates to transit asset management plan	
Annual vehicle down time per vehicle, annual maintenance cost per vehicle funds	

Strategies		2015-2035 Cost*	Priority
1.2.A	Work collaboratively with other public and private transportation providers in the region to efficiently maximize services provided.	NA	Medium
1.2.B	Implement transit asset management and maintenance plan (fleet and facilities).	$2M	High
1.2.C	Adhere to fleet maintenance plan to reduce down time.	$1M	High

*In 2015 dollars
NA = Included in existing resources

Category: System Preservation and Safety
Goal 1: A well-maintained, safe, and reliable transit system

Objective 1.3:

To provide safe and secure transportation environment.

Measuring Success:	Trending
Annual reported incidents in relation to annual ridership	
Annual major and minor accidents per 100,000 revenue miles	
Implementation of safety management system specific to NCRTD needs	
Biannual transit safety summit with local law enforcement and other transit agencies	
Inclusion of safety and security training as part of quarterly driver training	
Customer feedback regarding perception of safety customer surveys and monthly complaints and incident reports	

	Strategies	2015-2035 Cost*	Priority
1.3.A	Identify safety and security issues and implement measures to mitigate risk.	$0.62M	High
1.3.B	Coordinate incident response plan with local law enforcement for direct threat on board transit vehicles and in transit facilities.	NA	Medium
1.3.C	Use ITS capabilities to inform drivers and the public of emergency public safety announcements.	$0.005M	Medium
1.3.D	Continue to coordinate with counties on development of disaster management plan.	NA	Medium
1.3.E	Identify, evaluate, and implement top priority safety enhancements specific to youth and other vulnerable populations.	Included in other strategies	High
1.3.F	Ongoing driver and staff safety and security training.	$0.1M	High

*In 2015 dollars
NA = Included in existing resources

Category: Mobility
Goal 2: A connected and accessible transit system

Objective 2.1:

Provide seniors, youth, low-income, veterans, and mobility-impaired residents with access to goods, services, jobs, and activities through a fare-free service, to the extent it is viable.

Measuring Success:	Trending
Percent of transit-dependent population served in the four-county area	

Strategies		2015-2035 Cost*	Priority
2.1.A	Provide service to all transit supportive areas with concentrations of transit dependent populations.	$20.0M	High
2.1.B	Develop travel training program.	$1.5M	Medium

*In 2015 dollars

Category: Mobility
Goal 2: A connected and accessible transit system

Objective 2.2:

Improve accessibility of stops, facilities, and vehicles.

Measuring Success:	Trending
Percentage of ADA Compliance Plan implemented	
Percentage of vehicle fleet able to accommodate all users needs	

Strategies	2015-2035 Cost*	Priority
2.2.A Conduct a region-wide evaluation of bus stop accessibility, prioritize enhancements, and implement recommendations.	$2.9M	High
2.2.B Evaluate fleet replacement options to ensure convenient access and comfortable use by mobility impaired users.	$0.01M	Medium
2.2.C Design new stops, stations, and park and rides to accommodate people of all ages and abilities.	Included in other strategies	High
2.2.D Adopt accessibility design standards for stops and facilities.	NA	High
2.2.E Coordinate with NMDOT and local agencies on regional infrastructure planning to incorporate multimodal accessibility.	NA	Medium

*In 2015 dollars
NA = Included in existing resources

Category: Mobility
Goal 2: A connected and accessible transit system

Objective 2.3:

Increase connectivity to key areas within and outside the region to the extent viable.

Measuring Success:	Trending
New and enhanced routes identified in service plans implemented, as viable	
implementation of Google Transit	

Strategies	2015-2035 Cost*	Priority
2.3.A Conduct feasibility studies for highly requested new routes and implement those identified as feasible.	$21M	High
2.3.B Increase frequency of successful routes.	$17M	Medium
2.3.C Add weekend service to successful routes.	$12M	High
2.3.D Work to coordinate traveler communication among systems within the region.	$0.20M	Low
2.3.E Continue coordination of NCRTD services to complement and interconnect with other transit systems.	NA	Medium

*In 2015 dollars
NA = Included in existing resources

Category: Economic Opportunity
Goal 3: A transit system that encourages economic development and vitality

Objective 3.1:

Increase workforce and resident access to education and higher paying jobs.

Measuring Success:	Trending
Number of educational institutions and jobs served by transit	
Percent of riders who identify their trip purpose as work or education	

Strategies		2015-2035 Cost*	Priority
3.1.A	Provide daily weekday service to higher education institutions and large employment centers.	Included in other strategies	High
3.1.B	Work with higher education institutions to identify the service hours best suited to students' needs and class times.	NA	High

*In 2015 dollars
NA = Included in existing resources

Category: Economic Opportunity
Goal 3: A transit system that encourages economic development and vitality

Objective 3.2:

Increase NCRTD's impact on economic development in the region (support transit-oriented development, tourism and access to recreational areas, etc.).

Measuring Success:	Trending
Percentage of annual boardings identified as having a tourism/recreational trip purpose	
Of land use applications received by NCRTD, the percentage reviewed and commented on by NCRTD	

Strategies	2015-2035 Cost*	Priority
3.2.A Provide service to major regional tourist attractions for use by employees and visitors.	$9.7M	Medium
3.2.B Enhance and market service between Taos and Santa Fe to accommodate visitors travel.	$1.6M	Medium
3.2.C Participate in land use planning and development activities with local municipalities.	Included in other strategies	Medium

*In 2015 dollars

Category: Economic Opportunity
Goal 3: A transit system that encourages economic development and vitality

Objective 3.3:

Educate the public about the economic benefits of transit.

Measuring Success:	Trending
Qualitative assessment of the quality and quantity of outreach efforts that educated the public about transit's economic benefits	
Annual increase in ridership per capita	
Voter renewal of GRT	NA

Strategies	2015-2035 Cost*	Priority
3.3.A Create a marketing campaign that illustrates both the mobility and non-mobility benefits of transit.	$0.1M	High
3.3.B Implement travel training program.	Included in other strategies	Medium

*In 2015 dollars

Category: Partnerships
Goal 4: Regional collaboration on transit service needs and investments

Objective 4.1:

Serve as technical resource for transit supported development throughout the region.

Measuring Success:	Trending
Qualitative assessment of NCRTD's participation in local agency land use planning and development review processes	
Of land use applications received by NCRTD, the percentage reviewed and commented on by NCRTD	

Strategies	2015-2035 Cost*	Priority
4.1.A Evaluate the opportunity to create a new staff position within NCRTD to coordinate with counties, municipalities, Pueblos, and state on land use planning and review.	$1.6M	Medium

*In 2015 dollars

Category: Partnerships
Goal 4: Regional collaboration on transit service needs and investments

Objective 4.2:

Establish stronger working relationships with local municipalities, tribes, government agencies.

Measuring Success:	Trending
Human service plan that allows the district to pursue additional funding for service	
Implementation of recommendations made in a coordinated human service transportation plan	

Strategies		2015-2035 Cost*	Priority
4.2.A	Conduct a coordinated human service and public transportation plan for the four-county service area.	$0.75M	High
4.2.B	Work with regional agencies to identify collaborative projects where partnering opportunities would benefit the agency, as well as NCRTD (e.g., cost sharing of a new service, construction of a new park and ride, stop enhancements).	Included in other strategies	Medium

*In 2015 dollars

Category: Partnerships
Goal 4: Regional collaboration on transit service needs and investments

Objective 4.3:

Ensure that the NCRTD Service Plan is consistent with and complementary to regional transportation plans.

Measuring Success:	Trending
Participate in development of city, county, pueblo, RPO, MPO, and state transportation plans	
Work with New Mexico Transit Association and NMDOT to promote transit and increase ridership throughout the state	

Strategies		2015-2035 Cost*	Priority
4.3.A	Participate in development of city, county, pueblo, RPO, MPO, and state transportation plans.	Included in other strategies	Medium
4.3.B	Work with New Mexico Transit Association and NMDOT to promote transit and increase ridership throughout the state.	Included in other strategies	Medium

*In 2015 dollars

Category: Environmental Stewardship
Goal 5: A transit system that protects and enhances the built and natural environment.

Objective 5.1:

Achieve the District's Sustainability Plan.

Measuring Success:	Trending
Continued annual review and implementation of adopted Sustainability Plan	

	Strategies	2015-2035 Cost*	Priority
5.1.A	Evaluate and purchase, to the extent viable, low emission, fuel-efficient, and alternative fuel vehicles to replace and expand fleet.	$0.01M	Medium
5.1.B	Evaluate and implement, to the extent viable, alternative sources of sustainable energy such as solar and wind for NCRTD facilities.	$0.22M	Medium
5.1.C	Implement elements of NCRTD's Sustainability Plan.	TBD	Medium

*In 2015 dollars
TBD = To be determined

Category: Environmental Stewardship
Goal 5: A transit system that protects and enhances the built and natural environment.

Objective 5.2:

Promote mass transit to reduce congestion of single-occupant motor vehicle traffic, to decrease auto accidents, prolong life of road facilities, prolong and extend petroleum resources, and reduce noise and air pollution.

Measuring Success:	Trending
Reduction in vehicle miles of travel and carbon emissions as a result of miles traveled by NCRTD customers	

Strategies	2015-2035 Cost*	Priority
5.2.A Participate in regional land use planning as regional TOD re-source to encourage efficient land use patterns.	Included in other strategies	Medium

*In 2015 dollars

Category: Community Relations/Customer Service
Goal 6: A reliable and responsive transit agency that provides great service to all customers.

Objective 6.1:

Provide "Service Excellence" as a team of respectful, qualified professionals and expand "Customers First" principles.

Measuring Success:	Trending
Percentage of formal customer inquiries addressed annually	
Customer satisfaction survey results	

	Strategies	2015-2035 Cost*	Priority
6.1.A	Include customer service feedback questions on survey.	NA	High
6.1.B	Respond to information requests, commendations, and complaints within one business day.	NA	High
6.1.C	Provide annual Service Excellence training for all NCRTD staff.	$0.1M	High
6.1.D	Achieve and maintain on-time performance of 90 percent at key time points system-wide.	$5.5M	High

*In 2015 dollars
NA = Included in existing resources

Category: Community Relations/Customer Service
Goal 6: A reliable and responsive transit agency that provides great service to all customers.

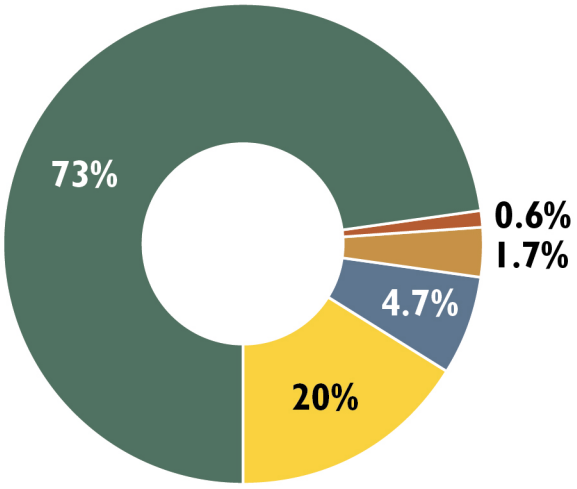
Objective 6.2:

Expand marketing and promotion efforts to increase new and choice ridership.

Measuring Success:	Trending
Portion of annual boardings that are identified as being new riders and/or choice riders	

Strategies		2015-2035 Cost*	Priority
6.2.A	Expand marketing, education, and travel training to schools and employment centers served.	$0.1M	High
6.2.B	Conduct marketing effort to educate and attract visitors and tourists.	$0.2M	Medium
6.2.C	Develop, conduct, and participate in initiatives that promote public transit.	$0.1M	Low
6.2.D	Evaluate potential to provide Guaranteed Ride Home program.	$0.005M	Medium

*In 2015 dollars

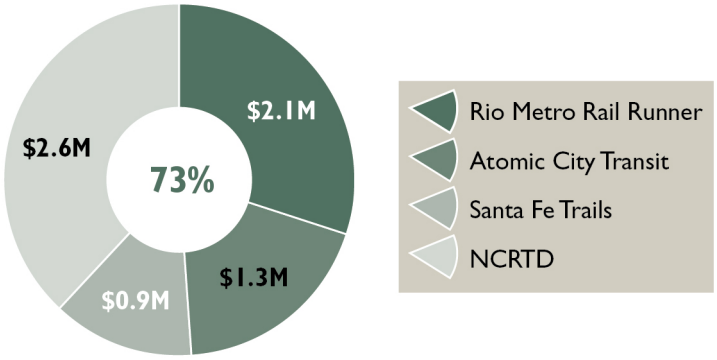


FISCAL YEAR 2014 TOTAL OPERATING REVENUE: $9,491,860

- Gross Receipts Tax Revenue ($6,941,122)
- Federal Grants ($1,889,341)
- Member Local Match ($450,000)
- State Capital Outlay/Vehicles ($161,000)
- Miscellaneous Revenue ($50,209)

In fiscal year 2014, NCRTD expended approximately $9 million on the administration, operating and capital associated with running the NCRTD service.

The largest portion of the revenues (73 percent) came from the region's 1/8 cent GRT. Another 20 percent came from federal grants, while less than 2 percent came from state funding sources.



Through intergovernmental contracts, a portion of the GRT collected in NCRTD's four-county service area supports other transit agencies serving the region. About $2.0 million goes to Rio Metro Regional Transit District (RMRTD) for the Rail Runner service, $1.3 million supports transit in Los Alamos County, and just under $1 million goes to the City of Santa Fe.

Since 2011, 5311 capital and State Capital outlay revenues have varied from about $50,000 annually to nearly $1 million annually. The highest years for capital revenues occurred when NCRTD built the new administration building in Española.

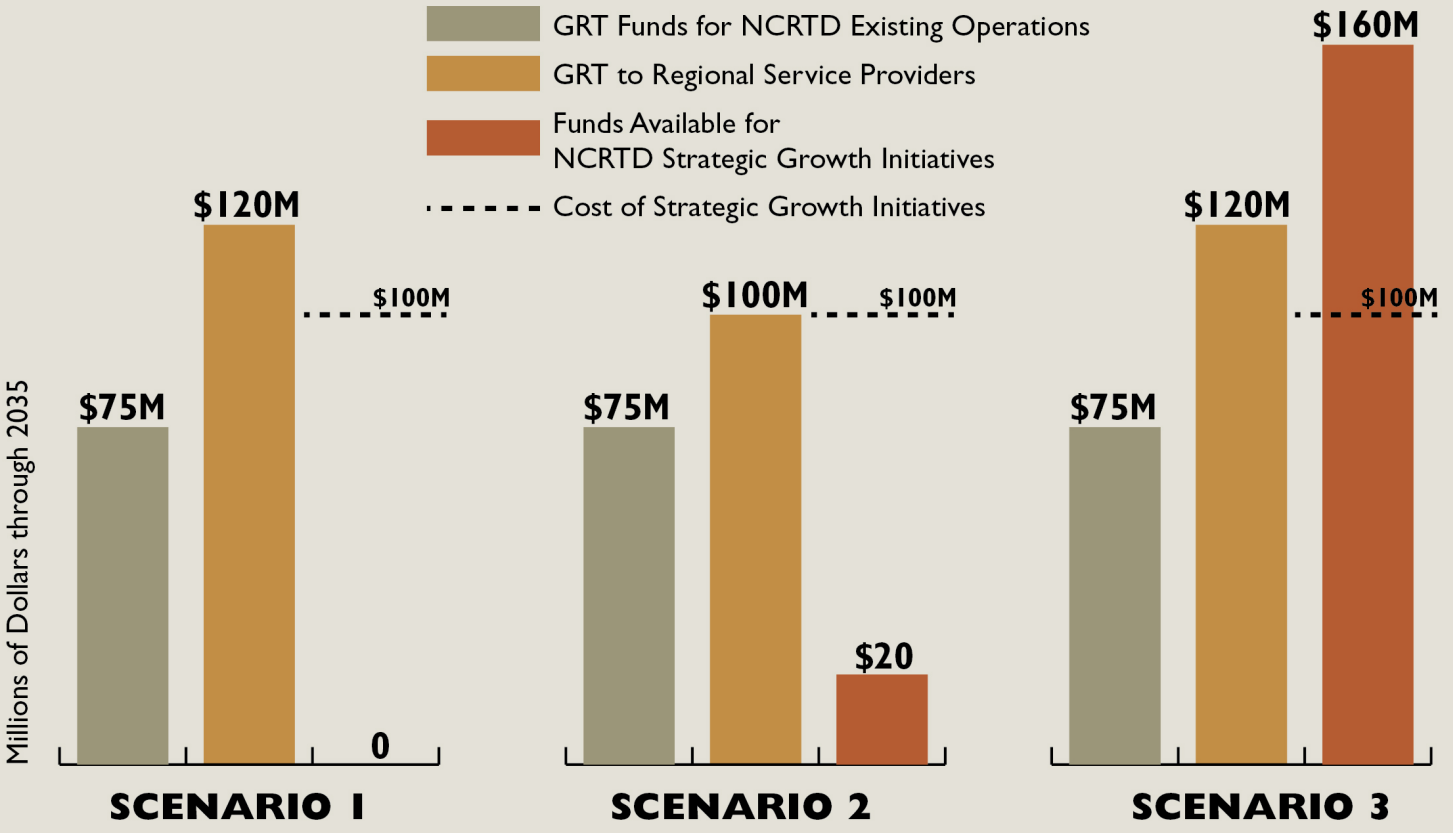
Status of State Funding

AASHTO's *Survey of State Funding for Public Transportation* (2014) summarizes information on state transit funding mechanisms across the US.

New Mexico ranks 27th in the nation in terms of state support for public transit. This level of funding equates to $3.30 per capita and is associated with the NMDOT Park and Ride service. These funds come from the state's road fund. Other states range from no state funding for transit to over $200 per capita for transit in very urban regions.

NCRTD is committed to working with New Mexico Transit Association (NMTA) to support its efforts to secure legislation that would create a state public transit fund that provides a permanent, recurring source of critical funding for local and regional public transit operations and that would create a state public transit capital fund that provides a dedicated source of recurring funding for vehicles and other public transit capital projects.

Financial Picture

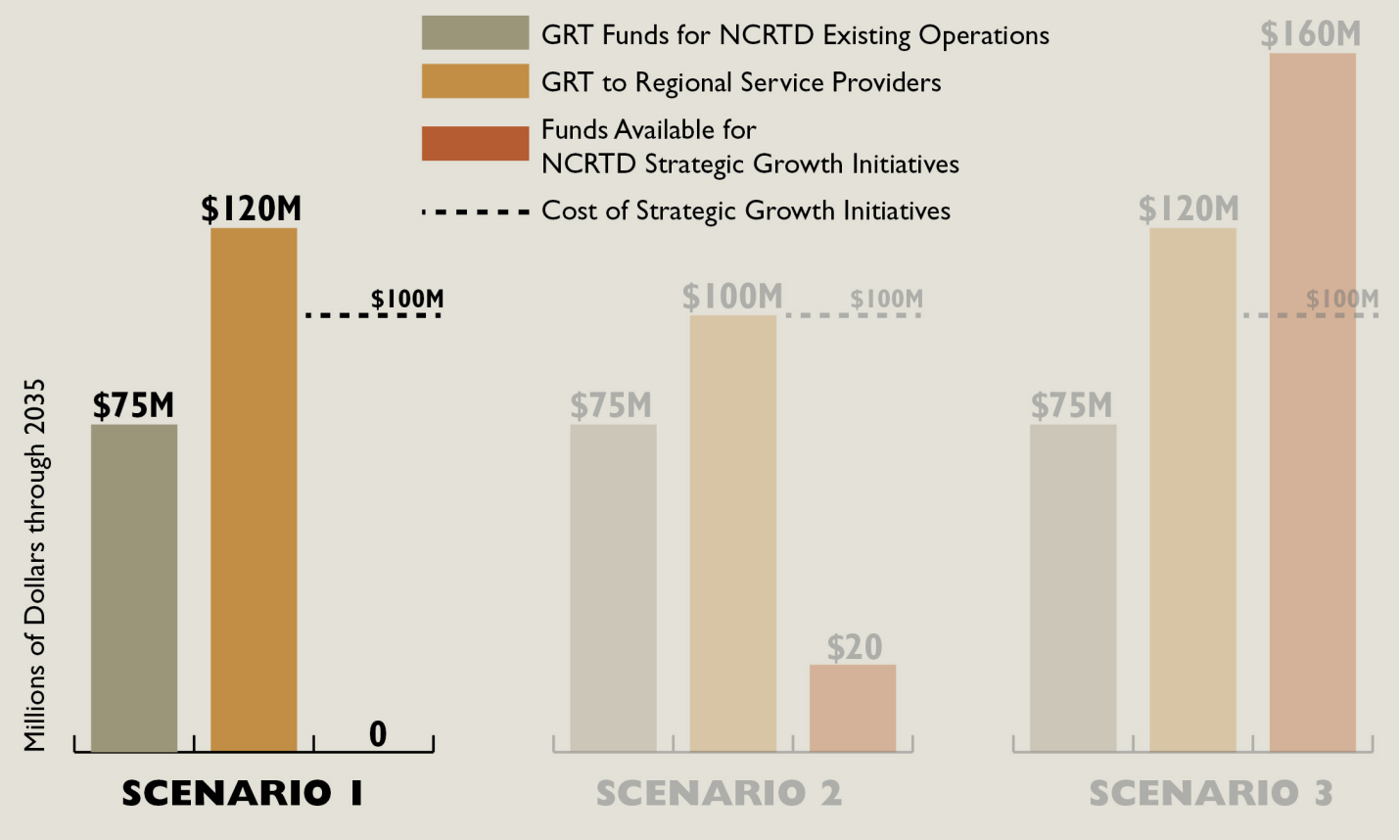


NCRTD is committed to seeking new funding sources to meet the future transit needs of the region

The strategic actions identified in this plan are estimated to cost between $95 and $105 million between now and 2035 above the funding sources available today.

The high-priority actions alone would cost approximately $65 million over what is expected to be generated using today's funding sources.

Three funding scenarios have been developed to evaluate options for funding this strategic plan. The three scenarios are described in more detail.



Scenario 1: Status Quo

Under Scenario 1, NCRTD voters would be requested to remove the GRT sunset by 2023, and the other existing funding sources would also remain in place.

The GRT would experience moderate growth, 3 percent annually. Federal funding would be relatively flat over the next 20 years; a 2 percent annual growth rate has been assumed.

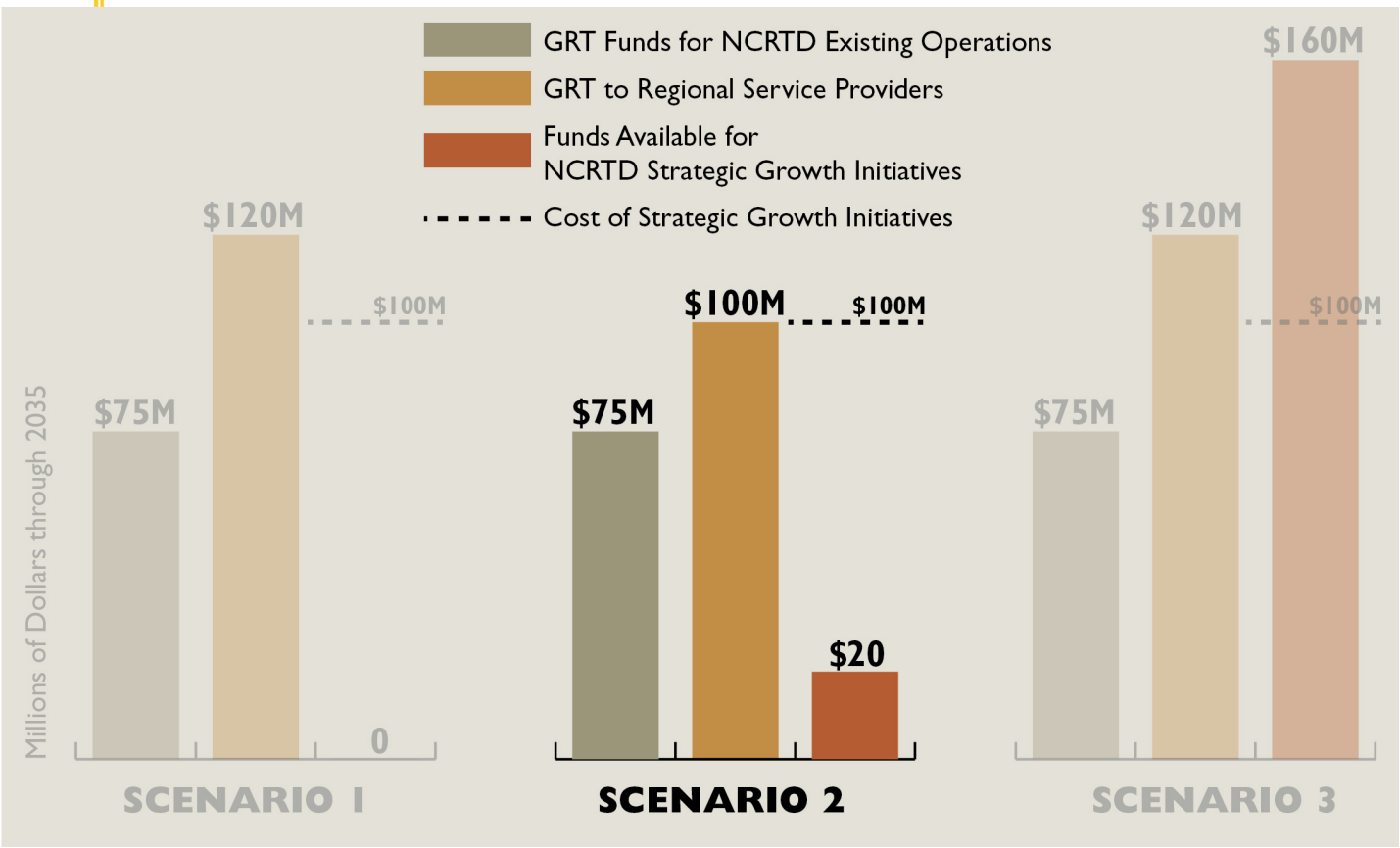
Funds from Los Alamos County have been declining in recent years, and for this estimate, they are assumed to continue to decline at a rate of 10 percent annually.

Removing the GRT sunset would result in about $130 million in GRT revenues between 2024 and 2035.

Under the current policies and agreements, approximately $80 million of the GRT between 2024 and 2035 would go to regional service providers in the four-county region.

The remaining GRT would be used to support NCRTD operations. However, because operating, administration, maintenance, and capital costs will likely experience inflation rates similar to the growth rates identified for each revenue source, NCRTD would not have adequate operating or capital funds to meet the growing needs of the four-county region or to implement actions from this strategic plan.

Scenario 1 would result in minimal growth in NCRTD services to meet the growing needs of the region.



Scenario 2: Reallocate GRT

Under Scenario 2, NCRTD voters would be requested to remove the GRT sunset before 2023. Other existing funding sources would remain in place. The GRT is estimated to increase by a moderate 3 percent growth in all years, and federal funding would be relatively flat over the next 20 years; a 2 percent annual growth rate has been assumed. Funds from Los Alamos County have been declining in recent years, and for this estimate, they are assumed to continue to decline at a rate of 10 percent annually.

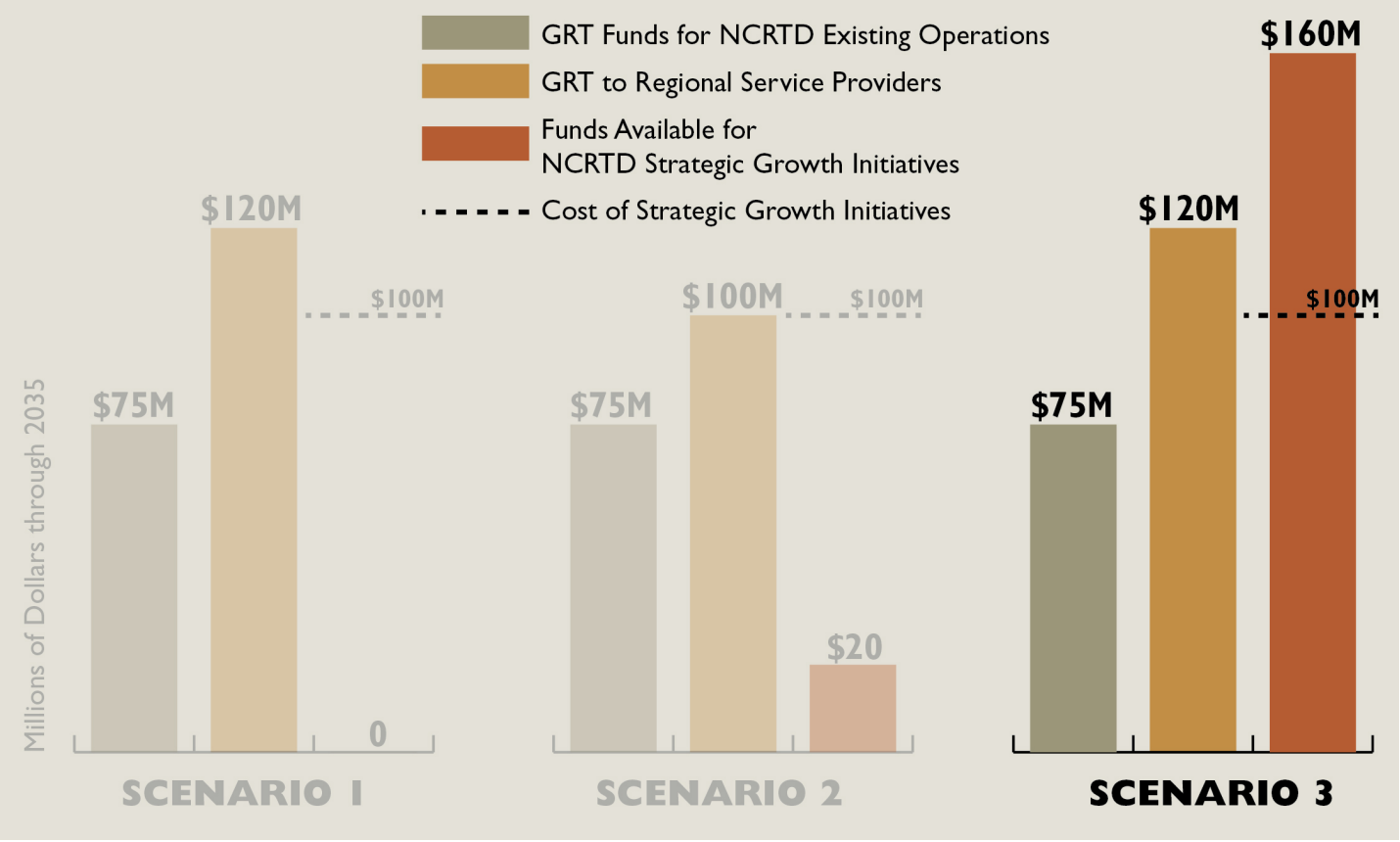
NCRTD would modify agreements with regional service providers receiving GRT in the four-county region to grow allocations until 2020. After 2020, allocations to regional service providers would remain steady through 2035.

Based on the estimated escalation rate, GRT allocation to regional service providers would reach about $5 million annually and remain $5 million annually through 2035. This GRT allocation to regional service providers is nearly $700,000 more annually than what regional service providers are budgeted to receive in 2015.

Over the 20-year planning horizon, this would yield approximately $20 million in revenues for NCRTD to improve service to meet the growing needs of the four-county region.

This would cover approximately 20 percent of the total cost to implement actions identified in the strategic plan and approximately 30 percent of the high priority strategies.

Longer-term priorities would not be implemented and allocations to regional service providers would be reduced.



Scenario 3: Increase GRT

Under Scenario 3, NCRTD voters would be requested to remove the GRT sunset and double the GRT to ¼ cent in year 2020; this is equivalent to a 12.5 cent increase on a $100 purchase. Other existing funding sources would remain in place.

The GRT would double starting in 2021 and experience a moderate 3 percent growth in all other years. Federal funding would be relatively flat over the next 20 years; a 2 percent annual growth rate has been assumed. Funds from Los Alamos County have been declining in recent years, and for this estimate, they are assumed to continue to decline at a rate of 10 percent annually.

GRT allocations to regional service providers would keep pace with the overall GRT and for this scenario are assumed to grow at 3 percent annually.

By 2035 the annual GRT allocation to regional service providers is estimated to be approximately $7.9 million; this is about $3.5 million more annually than the current allocation.

Over the 20-year planning horizon, this would yield approximately $160 million in revenues for NCRTD to improve service to meet the growing needs of the four-county region. This would more than cover the cost to implement and maintain the actions identified in the strategic plan.

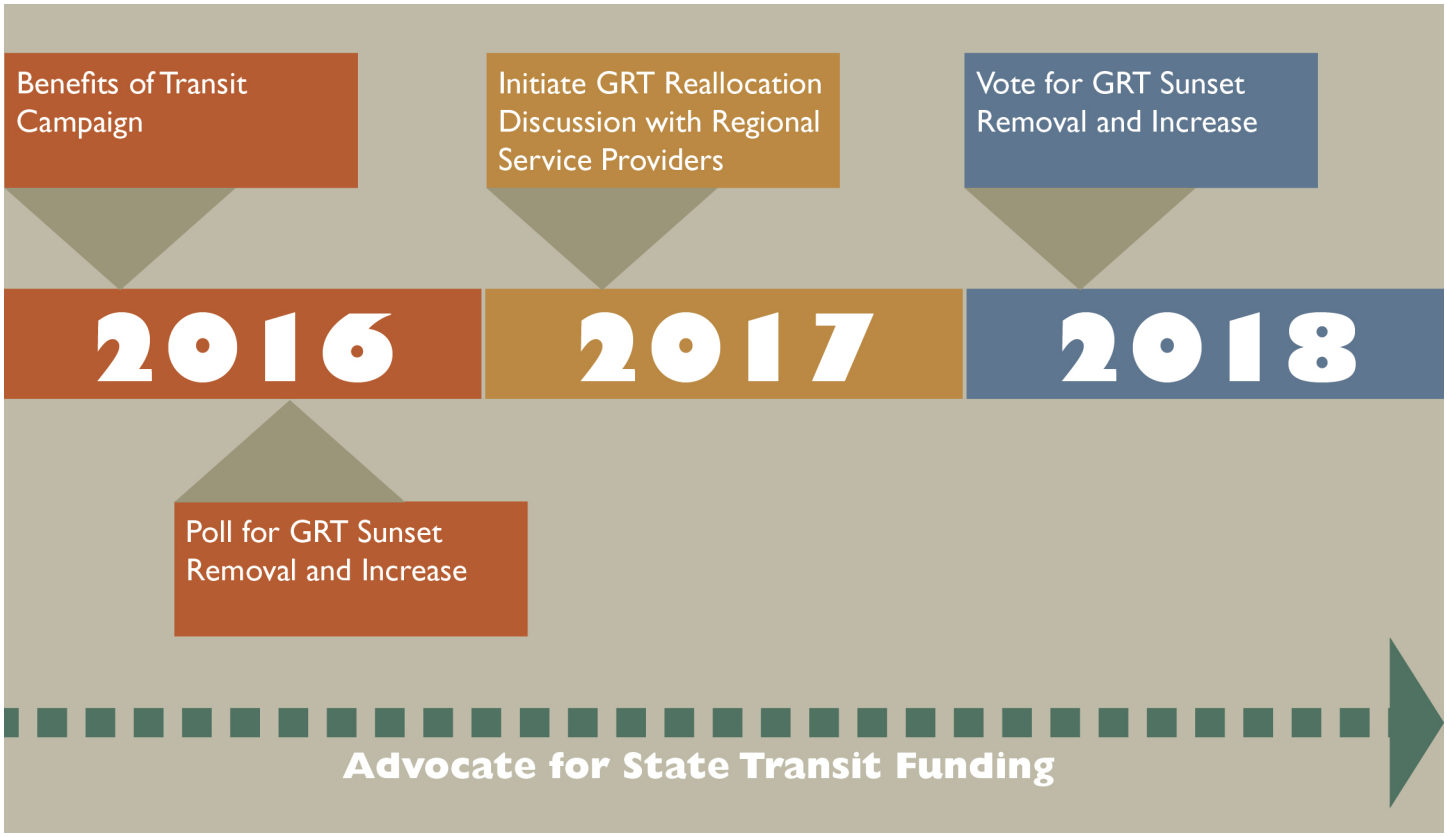
Allocations to regional service providers would continue to keep pace with GRT growth over time and could even be increased as appropriate.

Conclusion

The NCRTD Board and Staff acknowledge that accomplishing the identified mission and vision will require ongoing investment into the agency. The cost estimated to fund the high-priority strategies over a 20-year period is approximately $65 million. This includes operating, maintenance, capital, and replacement costs for each strategy.

Three financial scenarios were presented to the NCRTD Board. The financial scenarios represent a range of funding to support implementation of the strategies included in this strategic plan.

The strategies range from a minimal action approach that would not readily allow for any substantial growth in NCRTD services to a doubling of the existing 1/8 cent GRT, which would allow NCRTD to implement the strategies in the strategic plan in the next 20 years. All financial scenarios include the removal of NCRTD's GRT sunset.


Benefits of Transit Campaign
Initiate GRT Reallocation Discussion with Regional Service Providers
Vote for GRT Sunset Removal and Increase
2016
2017
2018
Poll for GRT Sunset Removal and Increase
Advocate for State Transit Funding

The Board strongly supported removal of the GRT sunset but expressed concern that the communities may not support a tax increase in the near-term for a variety of reasons.

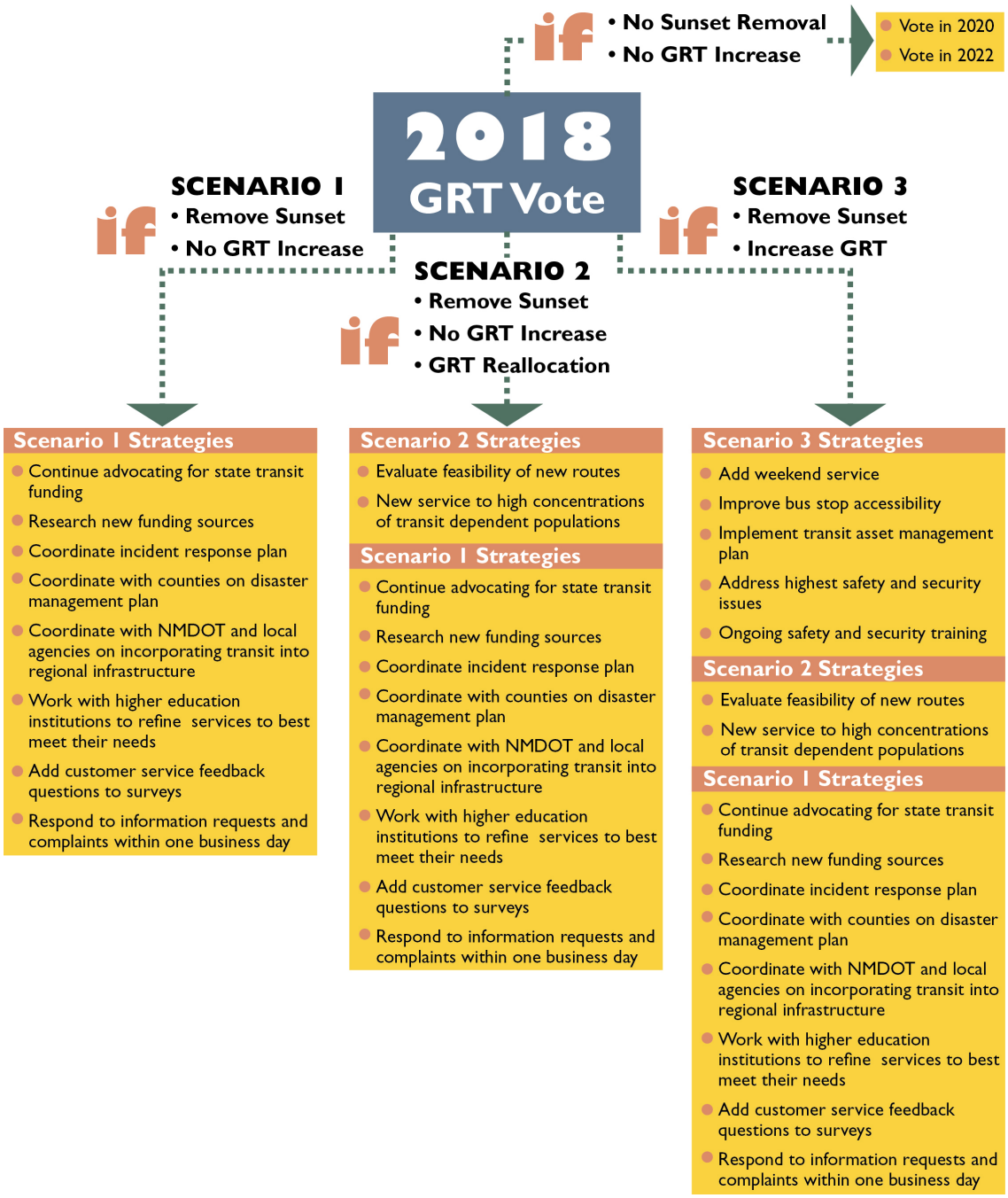
Reasons identified include the current unresolved issues with the state regarding the "hold harmless" clause and the potential to increase total sales tax to over 9 percent in select communities.

The "hold harmless" provision is the state's subsidy to city and county governments to maintain their budget after the state removed gross receipts taxes on food and medicine in 1994. Repeal of this provision could result in other local tax increases to maintain existing city and county services or a reduction of service provided in the communities.

After review and discussion of the financial scenarios, the Board recommended the following course of action to achieve the vision and goals of the agency.

In the next one- to three-year period, the Board supports the following:

1) Conduct a campaign illustrating both the mobility and non-mobility benefits of transit (Strategy 3.3.A)
2) Poll constituents to determine support for the removal of sunset as well as an increase in GRT (Strategy 1.1.A)
3) Work with regional service partners to discuss opportunities to reallocate existing GRT funds to support NCRTD's strategic plan initiatives
4) Continue advocating for a state transit fund for capital and operating funds (Strategy 1.1.C)
5) At a minimum, support the vote of NCRTD sunset removal in the 2018 election (Strategy 1.1.A)
6) If polling shows support for a GRT increase, include a GRT increase in the 2018 election (Strategy 1.1.B)


if
• No Sunset Removal
• No GRT Increase
Vote in 2020
Vote in 2022
2018
GRT Vote
SCENARIO 1
if
• Remove Sunset
• No GRT Increase
SCENARIO 2
if
• Remove Sunset
• No GRT Increase
• GRT Reallocation
SCENARIO 3
if
• Remove Sunset
• Increase GRT
Scenario 1 Strategies
Continue advocating for state transit funding
Research new funding sources
Coordinate incident response plan
Coordinate with counties on disaster management plan
Coordinate with NMDOT and local agencies on incorporating transit into regional infrastructure
Work with higher education institutions to refine services to best meet their needs
Add customer service feedback questions to surveys
Respond to information requests and complaints within one business day
Scenario 2 Strategies
Evaluate feasibility of new routes
New service to high concentrations of transit dependent populations
Scenario 1 Strategies
Continue advocating for state transit funding
Research new funding sources
Coordinate incident response plan
Coordinate with counties on disaster management plan
Coordinate with NMDOT and local agencies on incorporating transit into regional infrastructure
Work with higher education institutions to refine services to best meet their needs
Add customer service feedback questions to surveys
Respond to information requests and complaints within one business day
Scenario 3 Strategies
Add weekend service
Improve bus stop accessibility
Implement transit asset management plan
Address highest safety and security issues
Ongoing safety and security training
Scenario 2 Strategies
Evaluate feasibility of new routes
New service to high concentrations of transit dependent populations
Scenario 1 Strategies
Continue advocating for state transit funding
Research new funding sources
Coordinate incident response plan
Coordinate with counties on disaster management plan
Coordinate with NMDOT and local agencies on incorporating transit into regional infrastructure
Work with higher education institutions to refine services to best meet their needs
Add customer service feedback questions to surveys
Respond to information requests and complaints within one business day

Actions in the four- to six-year period will depend on the result of the election. If removal of the GRT sunset is not successful, NCRTD will support going to a vote to remove the sunset a second and third time, if necessary, prior to 2023. During this period, additional polling will be conducted to determine the level of support for an increase in GRT funding. Similar to the initial period, if support exists, NCRTD will support taking a GRT increase to the voters. Through this period, the education campaign will continue.

NCRTD will implement strategies that do not require additional funding based on level of priority. Those of highest priority will be implemented in the one- to three-year period, including:

- Providing service to transit supportive areas with unserved or underserved transit dependent populations (Strategy 2.1.A)
- Improving accessibility to bus stops region wide (Strategy 2.2.A)
- Implementing highly requested, feasible new routes (Strategy 2.3.A)
- Adding weekend service to successful routes (Strategy 2.3.C)

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Strategy Cost Estimate Details Worksheet

Category: System Preservation and Safety

Strategy		Assumptions	Estimated New Cost Year 1	Total New Cost Through 2035
1.1.A	Work to remove 2023 sunset of NCRTD GRT funds.	$30,000 for public education campaign	$30,000	$30,000
1.1.B	Pursue an increase in NCRTD GRT funding.	$30,000 for public education campaign	$30,000	$30,000
1.1.C	Continue advocating for a state transit fund for capital and operations.	Included in existing staffing resources		
1.1.D	Research and identify new public and private funding sources.	Included in existing staffing resources		
1.2.A	Work collaboratively with other public and private transportation providers in the region to efficiently maximize services provided.	Included in existing staffing resources		
1.2.B	Implement transit asset management and maintenance plan (existing fleet and facilities).	fleet replacement (assumes increase of 100K annually)	$100,000	$2,000,000
1.2.C	Adhere to fleet maintenance plan to reduce down time.	increase $50,000 annually	$50,000	$1,000,000
1.3.A	Identify safety and security issues and implement measures to mitigate risk.	$50,000 for plan - recommendation costs tbd but estimated at $30,000 annually	$50,000	$620,000
1.3.B	Coordinate incident response plan with local law enforcement for direct threat on board transit vehicles and in transit facilities.	Included in existing resources		
1.3.C	Use ITS capabilities to inform drivers and public of emergency public safety announcements.	$5,000 startup cost but no cost annually after startup	$5,000	$5,000
1.3.D	Continue to coordinate with counties on development of disaster management plan.	Included in existing resources		
1.3.E	Identify, evaluate, and implement top priority safety enhancements specific to youth and other vulnerable populations.	Included in Strategy 7		
1.3.F	Ongoing driver and staff safety and security training.	$5,000 per training	$5,000	$100,000

Strategy Cost Estimate Details Worksheet

Category: Mobility

Strategy		Assumptions	Estimated New Cost Year 1	Total New Cost Through 2035
2.1.A	Provide service to all transit supportive areas with concentrations of transit dependent populations.	15% increase in existing revenue hours of 59282K at $90/hr	$800,307	$16,006,140
		Purchase, maintain and replace additional fleet to support Strategy 13a (6, 3 year vehicles @ $100,000 each)	$600,000	$4,000,000
2.1.B	Develop travel training program.	new staff person at 50K plus 35% for benefits plus $10K in year 1, $5K per year after	$77,500	$1,455,000
2.2.A	Conduct a region-wide evaluation of bus stop accessibility, prioritize enhancements and implement recommendations.	$30K per site, 5/yr	$150,000	$2,850,000
2.2.B	Evaluate fleet replacement options to ensure convenient access and comfortable use by mobility impaired users.	$10K study	$10,000	$10,000
2.2.C	Design new stops, stations and park and rides to accommodate people of all ages and abilities.	included in stop/station cost		
2.2.D	Adopt accessibility design standards for stops and facilities.	No new cost		
2.2.E	Coordinate with NMDOT and local agencies on regional infrastructure planning to incorporate multimodal accessibility.	Included in existing resources		
2.3.A	Conduct feasibility studies for highly requested new routes and implement those identified as feasible.	Assumes 4 new routes equivalent to 10K in new revenue service hours	$900,000	$18,000,000
		Purchase, maintain and replace additional fleet to support Strategy 20a (4, 3 year vehicles @ $100,000 each)	$400,000	$2,800,000
2.3.B	Increase frequency of productive routes.	59282 annual hours today at $90/hr, increase by 15%	$800,307	$16,006,140
2.3.C	Add weekend service to productive routes.	half of current routes operate on Saturday (59282/5/2)	$533,538	$10,670,760
		Purchase, maintain and replace additional fleet to support Strategy 21a (4, 3 year vehicles @ $100,000 each)	$400,000	$2,800,000
2.3.D	Work to coordinate traveler communication among systems within the region.	$100,000 one time cost, $5,000 annual maintenance costs	$100,000	$195,000
2.3.E	Continue coordination of NCRTD services to complement and interconnect with other transit providers.	Included in existing resources		

Strategy Cost Estimate Details Worksheet

Categories: Economic Opportunity and Partnerships

Strategy		Assumptions	Estimated New Cost Year 1	Total New Cost Through 2035
3.1.A	Provide daily weekday service to higher education institutions and large employment centers.	Included in Strategy 20 and 21		
3.1.B	Work with higher education institutions to identify the service hours best suited to students needs and class times.	Included in existing resources		
3.2.A	Provide service to major regional tourist attractions for use by employees and visitors.	Assumes 1 new routes equivalent to 5K in new revenue service hours	$450,000	$9,000,000
		Purchase, maintain and replace additional fleet to support Strategy 25a (1, 12 year vehicles @ $100,000 each)	$100,000	$700,000
3.2.B	Enhance and market service between Taos and Santa Fe to accommodate visitors travel.	Add 500 revenue hours of service at $90/hour	$45,000	$900,000
		Purchase, maintain and replace additional fleet to support Strategy 26a (1, 3 year vehicles @ $100,000 each)	$100,000	$700,000
3.2.C	Participate in land use planning and development activities with local municipalities.	Included in Strategy 30		
3.3.A	Create marketing campaign that illustrates both the mobility and non mobility benefits of transit.	Every other year at a cost of $10,000	$10,000	$100,000
3.3.B	Implement travel training program (check language).	Included in Strategy 14		
4.1.A	Evaluate opportunity to create a new staff position within NCRTD to coordinate with counties, municipalities, pueblos, and state on land use planning and review.	hire new employee with this focus 60K salary plus 35% in benefits	$81,000	$1,620,000
4.2.A	Conduct a coordinated human service and public transportation plan for the four-county service area.	$150,000 per update, update 4 times	$150,000	$750,000
4.2.B	Work with regional agencies to identify collaborative projects where partnering opportunities would benefit the agency as well as NCRTD (e.g., cost sharing of a new service, construction of a new park and ride, stop enhancements).	Included in Strategy 30		
4.3.A	Participate in development of city, county, pueblo, RPO, MPO, and state transportation plans.	Included in Strategy 30		
4.3.B	Work with New Mexico Transit Association and NMDOT to promote transit and increase ridership throughout the State.	Included in Strategy 30		

Categories: Environmental Stewardship and Community Relations /Customer Service

Strategy		Assumptions	Estimated New Cost Year 1	Total New Cost Through 2035
5.1.A	Evaluate and purchase, to the extent viable, low emission, fuel-efficient and alternative fuel vehicles to replace and expand fleet.	$10K study to evaluate	$10,000	$10,000
5.1.B	Evaluate and implement, to the extent viable, alternative sources of sustainable energy such as solar and wind for NCRTD bus shelters.	$20K study, $10,000 annually for implementation	$20,000	$220,000
5.1.C	Implement elements of NCRTD's Sustainability Plan.	TBD		
5.2.A	Participate in regional land use planning as regional TOD resource to encourage efficient land use patterns.	Included in Strategy 30		
6.1.A	Include customer service feedback questions on survey.	Included in existing resources		
6.1.B	Respond to information requests, commendations, and complaints within one business day.	Included in existing resources		
6.1.C	Provide annual Service Excellence training for all NCRTD staff.	$5K per annual training	$5,000	$100,000
6.1.D	Achieve and maintain on-time performance of 90 percent at key time points system-wide.	Increase recovery time to ensure schedule adherence (5% increase in hours)	$266,769	$5,335,380
6.2.A	Expand marketing, education, and travel training to schools and employment centers served.	$5K annually	$5,000	$100,000
6.2.B	Conduct marketing effort to educate and attract visitors and tourists.	$20K annually	$20,000	$200,000
6.2.C	Develop, conduct, and participate in initiatives that promote public transit.	$5K annually	$5,000	$100,000
6.2.D	Evaluate potential to provide Guaranteed Ride Home program.	$5K one time	$5,000	$5,000
Total			$6,314,421	$98,418,420

2015 dollars

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